



## TOWN OF AMHERSTBURG SPECIAL COUNCIL MEETING AGENDA

**Monday, February 26, 2018**

**6:00 PM**

**Council Chambers**

**271 Sandwich Street South, Amherstburg, ON, N9V 2A5**

For information pertaining to this agenda or to arrange for any additional accessibility needs please contact Tammy Fowkes, Deputy Clerk at [tflowkes@amherstburg.ca](mailto:tflowkes@amherstburg.ca)

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**Pages**

- 1. CALL TO ORDER**
  
- 2. SPECIAL IN-CAMERA COUNCIL MEETING**

That Council move into an In-Camera Meeting of Council at 3:00 p.m. pursuant to Section 239 of the Municipal Act, 2001, as amended, for the following reason:

**ITEM A - Windsor Police Service Proposal - Section 239(2)(i)** - A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

**3. DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF**

*(In-Camera Council Meeting Agenda Items)*

**4. ADJOURNMENT OF IN-CAMERA COUNCIL MEETING**

**5. RESUMPTION OF SPECIAL COUNCIL MEETING**

That Council resume Special session at p.m.

**6. DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF**

*(Public Council Meeting Agenda Items)*

**7. DELEGATIONS**

That the delegations **BE RECEIVED**.

**8. REPORT - COMMITTEE**

**8.1 JPAC Findings - Community Consultation and Police RFP Analysis**

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It is recommended that:

1. The report of findings from the Joint Police Advisory Committee **BE RECEIVED** for consideration in Council's decision regarding Police Services in the Town of Amherstburg.

**9. REPORT - CAO's OFFICE**

**9.1 Police Services for the Town of Amherstburg**

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It is recommended that:

1. The report from the CAO dated February 9, 2018 regarding Police Services for the Town of Amherstburg **BE RECEIVED**;
2. The CAO **BE DIRECTED** to finalize the terms and conditions of a contract for policing services with the Windsor Police Services Board/City of Windsor for a term of 20 years commencing January 1, 2019; and,
3. The CAO **BE DIRECTED** to bring back a final contract **SUBJECT TO APPROVAL** by the Ontario Civilian Police Commission.

**10. ADJOURNMENT**

That Council rise and adjourn at     p.m.



## THE CORPORATION OF THE TOWN OF AMHERSTBURG

### OFFICE OF THE CAO

**MISSION STATEMENT:** Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.

Author's Name: JPAC Committee	Report Date: February 6, 2018
Author's Phone: 519 736-0012 ext. 2228	Date to Council: February 26, 2018
Author's E-mail: <a href="mailto:jmiceli@amherstburg.ca">jmiceli@amherstburg.ca</a>	Resolution #: 20170123-551

To: Mayor and Members of Town Council

Subject: JPAC Findings – Community Consultation and Police RFP Analysis

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#### 1. **RECOMMENDATION:**

It is recommended that:

1. The report of findings from the Joint Police Advisory Committee **BE RECEIVED** for consideration in Council's decision regarding Police Services in the Town of Amherstburg.

#### 2. **BACKGROUND:**

On December 15, 2014 Council adopted the following motion:

*"That:*

1. *Administration **BE DIRECTED** to contact the OPP to obtain police costing for our municipality; and,*
2. *Administration **BE DIRECTED** to send correspondence to the surrounding municipalities to see if there is interest in shared police services."*

At the time of this Council motion, a moratorium had been imposed on all requests for OPP costing proposals. On February 2, 2016, formal notification was received from the Ministry of Community Safety and Correctional Services lifting this moratorium effective November 1, 2015.

On March 7, 2016, a formal request was sent to The Honourable Yasir Naqvi, Minister of Community Safety and Correctional Services, for a costing proposal on the provision of police services for the Town of Amherstburg

As recommended in the Guidebook for the Review of Policing Options, from the **Ontario Association of Chiefs of Police (OACP) a Steering/Advisory committee should be formed as a first step to ensure an open and transparent process for the review of policing options.**

As per the Guidebook, to ensure an open and transparent process, on March 21, 2016 Council adopted the following motion:

*“That:*

1. *The report from the Chief Administrative Officer dated March 7, 2016, regarding OPP Costing Update **BE RECEIVED**;*
2. *Administration **BE DIRECTED** to begin the process of forming a Police Advisory Committee (transition board) to further establish a mutually acceptable framework for review of policing options, consisting of :*
  - a. *The Police Chief*
  - b. *The Chief Administrative Officer*
  - c. *Two Members of Council*
  - d. *Two Members of the Police Services Board*
  - e. *One member of the Police Association; and,*
3. *The Chief Administrative Officer **BE AUTHORIZED** to engage the services of a facilitator to assist with the process, should this be required.*

On April 25, 2016, Council adopted the following motion:

*“That:*

1. *The report from the CAO dated April, 11, 2016, regarding Terms of Reference – Joint Police Advisory Committee and OPP Update **BE RECEIVED**;*
2. *The Terms of Reference - Joint Police Advisory Committee **BE APPROVED**, as presented;*
3. *Councillor Fryer and Councillor Lavigne **BE APPOINTED** as Council Representatives to the Joint Police Advisory Committee; and,*
4. *Administration **BE DIRECTED** to:*
  - a. *Advise the Amherstburg Police Services Board of the need to appoint two members to the Joint Police Advisory Committee in accordance with the Terms of Reference; and,*

- b. Advise the Amherstburg Police Association of the need to appoint one member to the Joint Police Advisory Committee in accordance with the Terms of Reference."*

On July 10, 2017, Council adopted the following motion:

"*That:*

- 1. Administration **BE AUTHORIZED** to proceed with the issuance of PP-PS-17-15 Request for Proposal Police Services inviting the Town of LaSalle, City of Windsor and the Ontario Provincial Police (OPP) to participate."*

Subsequently the following occurred:

- Letters were issued to the municipalities of LaSalle and Windsor and the Ontario Provincial Police complete with RFP PP-PS -17-04 requesting participation (**See Appendices A, B, C, D, E**)
- A clarification meeting and site visit for interested proponents was conducted on August 9, 2017 at 9:00 a.m. at the Amherstburg Police Headquarters. Only Windsor Police attended.
- The RFP closed on October 6, 2017 and only Windsor Police submitted a proposal. A review of the services offered by the Windsor Police Service Proposal was completed by MPM Consulting in consultation with the Amherstburg Police Chief to ensure compliance with the RFP requirements and a comparative analysis report was completed and provided to the JPAC Committee for review and acceptance (**See Appendix F**). A Financial Analysis was undertaken by the Town Treasurer in consultation with the Amherstburg Police Chief and confirmed with the financial division of Windsor Police Services. The financial report was completed and provided to the JPAC committee for approval and acceptance.
- Upon the JPAC Committee's evaluation of the proposal, the Committee deemed the proposal to be a viable one. A report was developed and submitted to Council (considered by Council on December 11, 2017) within 180 days from closing date of RFP (April 4, 2018) as was directed by the Committee.

On December 11, 2017, Council adopted the following motion:

"*That:*

- 1. Council **CONCUR** with the Joint Police Advisory Committee's recommendation that the proposal received by the Windsor Police Services is viable to move forward to the public consultation phase;*

2. *The Joint Police Advisory Committee **BE DIRECTED** to move forward with public consultation meetings to solicit community input as required to satisfy the mandate of the committee; and,*

3. *The Joint Police Advisory Committee **BE DIRECTED** to present Council its findings from the public consultation meetings and **TO PROVIDE** Council with a recommendation at the February 26, 2018, Regular Council Meeting.”*

Four (4) community consultation meetings were held to gather community input to satisfy Article 6.4 of the committee's mandate. The dates approved by the JPAC Committee and Council were as follows:

1. Wednesday, January 17,2018 ( Town Hall)
2. Thursday, January 18,2018 (McGregor K of C)
3. Thursday, January 25,2018 (St. Peter`s)
4. Saturday, January 27,2018 (Libro)

### **3. DISCUSSION:**

The table below highlights, for Council, the milestones achieved by the JPAC Committee in achieving its Council approved mandate.

<b>Item</b>	<b>Mandate</b>	<b>Status</b>
6.1	To develop a process for a Request for Proposal (RFP) and manage the request for proposal of policing options for the Town of Amherstburg.	Completed. <sup>1</sup> Detailed RFP Issued July 2017
6.2	To examine quantitative costs and conditions that will be directly compared in the evaluation of proposals of the policing options.	Completed <sup>3</sup>
6.3	To examine qualitative features, value-added approaches, and distinctive advantages of the policing options.	Completed <sup>2</sup>
6.4	To conduct community consultations to solicit feedback, identifying community needs & expectations and to inform Council of the identified needs and expectations as collected during the process.	Completed <sup>4</sup>
6.5	Provide Council with detailed analysis of the proposed service delivery models, staffing levels, supporting infrastructure, financial breakdown of costs, facility requirements and any related financial	Subject of this report

	implications, financial liabilities related to the transition process including severance and asset disposal if applicable, and cost comparisons for each model.	
6.6	To consider any additional matters referred to it by Council.	No additional matters were assigned

(1) The JPAC committee developed (with the assistance of MPM Consulting, Mike Mitchell) a comprehensive request for proposal for Policing Services. It is important to note that the level of service requested in the RFP and developed in consultation with JPAC Committee with membership from the Amherstburg Police Chief, Amherstburg Police Association, and two members of the Amherstburg Police Services Board required proponents to meet a minimum service level that mirrored the current service level provided by the Amherstburg Police Services Board to the residents of Amherstburg.

On July 10, 2017, Council was provided with an update on the RFP and subsequently approved the issuance of the RFP through the adoption of the following motion to move forward:

*“Administration BE AUTHORIZED to proceed with the issuance of PP-PS-17-15 Request for Proposal Police Services inviting the Town of LaSalle, City of Windsor and the Ontario Provincial Police (OPP) to participate.”*

The RFP was issued by invitation to the OPP, LaSalle and Windsor on July 11, 2017. RFP PP-PS-17-15 Request for Proposal Police Services closed on October 6, 2017. The only organization that submitted a proposal was the Windsor Police Service. It is important for Council to note that the RFP included a 180 day acceptance provision. Therefore, a decision is required by April 4<sup>th</sup>, 2018 or an extension must be requested.

(2) A comparative analysis review undertaken by Mike Mitchell, MPM Consulting to examine the level of compliance with the criteria included in the RFP. The comparative analysis is attached as **Appendix F**. The report was provided to the JPAC committee at its meeting held on December 7, 2017. The consultant evaluated the proposal and concluded:

**Amherstburg currently receives an extremely high level of police service and is one of the safest municipalities in Ontario. The proposal from Windsor to assume contract policing of Amherstburg is structured to replicate as closely as possible the existing organizational structure and service levels.**

At its December 7<sup>th</sup>, 2017 meeting, the JPAC Committee **adopted** the consultant's report and his findings. During the four public consultation meetings conducted with members of the community the consultant presented the summary of his findings that were accepted by the JPAC Committee for the community's consideration. The consultant and the respective Chief's from Amherstburg and Windsor answered questions in regards to the comparative analysis.

**(3)** The financial section contained within this report provides Council with the financial analysis required to address the proposal. Highlights of the proposal are as follows:

- a. The estimated annual average operating savings that will be realized should the Town move forward with the contracting of Windsor Police Services is estimated by the Town to be **\$567,802** per year including one-time start-up costs or **\$2,839,010** over 5 years. A full reconciliation of these savings is provided in the financial section of this report.
- b. The WPS proposal assumes Amherstburg Police Services staff and the post retirement benefit costs associated with those staff members on a prorated basis depending on years of service. The post retirement savings (The proposal submitted by Windsor offers the Town of Amherstburg a cost avoidance opportunity due to the fact that all APS would be offered the opportunity to transition to employment with the WPS. for employee benefits are estimated to be in the range of **\$2,800,000** to **\$3,900,000**.

**(4)** The JPAC committee accepted the proposal submitted by the City of Windsor as a **viable proposal worthy of public consultation**. As a result, the committee at its December 7, 2017 meeting adopted the following motion:

*"That the Chair of the Joint Police Advisory Committee (CAO) **BE DIRECTED** to:*

1. *Prepare a report to Amherstburg Town Council identifying that the submission of the Windsor Police Services is viable and meets the requirements of the RFP and Joint Police Advisory Committee; and,*
2. *The Joint Police Advisory Committee **RECOMMENDS** the process **MOVE FORWARD** with public consultations."*

### **Summary of Findings Subsequent to Community Consultations for Council's Consideration:**

#### **1. Community Consultation Results:**

Attached for Council's consideration is the transcription of public comment (**Appendix G, H, I, J**) from the 4 public meetings that were held throughout Town. The meetings were well attended. In most cases the individuals that attended the meetings were **passionately opposed** to the WPS proposal. The committee has elected to provide Council with all of the comments from those meetings for Council's full consideration of the discussion. In many cases individuals made pleas to the group there not accept the proposal. Residents in opposition of the transfer services primarily did not articulate reasons that was supported with quantitative data but rather elected to present their submissions that were qualitative in nature. In light of this, the JPAC Committee has decided to provide Council with the transcription of all public comments to allow Council to interpret the commentary of the residents without misrepresentation of the Committee.

In addition to the 4 public meetings two surveys were conducted. A telephone survey consisting of 4 questions and an online survey consisting of 13 questions were placed on the Towns website at [www.talktheburg.ca](http://www.talktheburg.ca). Results of those surveys are attached in Appendix F and Appendix G.

**JPAC SUBMISSION: The Committee has presented Council with Appendices G, H, I, J for Councils consideration in their decision.**

## **2. Examination of Proposed Service Delivery Models:**

Section 5(1) of the Police Services Act allows for the following methods:

### **Methods of providing municipal police services**

*“5 (1) A municipality’s responsibility to provide police services shall be discharged in one of the following ways:*

- 1. The council may establish a police force, the members of which shall be appointed by the board under clause 31 (1) (a).*
- 2. The council may enter into an agreement under section 33 with one or more other councils to constitute a joint board and the joint board may appoint the members of a police force under clause 31 (1) (a).*
- 3. The council may enter into an agreement under section 6 with one or more other councils to amalgamate their police forces.*
- 4. The council may enter into an agreement under section 6.1 with the council of another municipality to have its police services provided by the board of the other municipality, on the conditions set out in the agreement, if the municipality that is to receive the police services is contiguous to the municipality that is to provide the police services or is contiguous to any other municipality that receives police services from the same municipality.*
- 5. The council may enter into an agreement under section 10, alone or jointly with one or more other councils, to have police services provided by the Ontario Provincial Police.*
- 6. With the **Commission’s approval**, the council may adopt a different method of providing police services. 1997, c. 8, s. 4.”*

In light of the options available to municipalities, the JPAC Committee developed an RFP that allowed for consideration of the above noted options for the delivery of Police Services.

<b>OPP</b>	<b>La Salle</b>	<b>Windsor</b>
Policing services delivered to the municipality by the OPP in accordance with section 10 of the Police Services Act – see 5 (1) (5)	Policing service can be delivered : <ul style="list-style-type: none"><li>• Through an amalgamated service with Amherstburg and LaSalle in accordance with</li></ul>	Policing services can be delivered : <ul style="list-style-type: none"><li>• Through an amalgamated service with Windsor, LaSalle and Amherstburg under Section 33</li></ul>

	<p>Section 33- see 5 (1) (2)</p> <ul style="list-style-type: none"> <li>• Through a contracted service with LaSalle in accordance with Section 6 and 6.1 of the Police Services Act – see 5 (1) (3) and 5 (1) (4)</li> </ul>	<p>and Section 6 –see 5(1)(2) and 5(1)(3) (requires Amherstburg, LaSalle and Windsor Councils approval)</p> <ul style="list-style-type: none"> <li>• Through a contract for service subject to the approval of Ontario Civilians Police Commission – see 5(1)(6)<sup>1</sup></li> </ul>
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(1) The proposal of Windsor requires consideration in light of the fact that the contract service being offered by Windsor does not meet the test of a contiguous municipality. On April 13, 2017, the Ontario Civilian Police Commission approved a precedent setting request by St. Marys' for Approval under s. 5(1)(6) of the *Police Services Act* to Contract with the City of Stratford/Stratford Police Service (these municipalities were not contiguous).

It must be noted that all options considered that alter the present delivery of Policing Services in Amherstburg require the approval the Ontario Civilians Police Commission in order for the change to become recognized.

**JPAC SUBMISSION:** The Community consultations did not offer any additional quantitative information for the committee's consideration on this matter. The options available in the Police Services Act remain unchanged.

### **3. Examination of Staffing Levels – Reduction of 1 position**

The comparative analysis undertaken by MPM consulting (see page 6 of MPM report dated December 7, 2017) confirms that the overall complement of the proposed police service offered by Windsor would result in a reduction of one body relative to the current operation. The proposal eliminates the Chief of Police position, eliminates the Deputy Police Chief position and adds a Staff Sergeant position (proposal was subsequently adjusted upward to provide for Senior Officer Position). All uniformed members would continue with their current rank and duties.

**JPAC SUBMISSION:** The committee confirms the reduction of the Police Chief Position

### **4. Supporting Infrastructure:**

#### **Infrastructure for police services**

The *Police Services Act* states in Section 4(3) that:

*"In providing adequate and effective police services, a municipality shall be responsible for providing all the infrastructure and administration necessary for providing such services, including vehicles, boats, equipment, communication devices, buildings and supplies. 1997, c. 8, s. 3."*

At present, the APS has sufficient infrastructure to provide adequate and effective police services in accordance with the needs of the present service in accordance with 4(2) of the PSA. The proposal submitted by Windsor Police Services has included a significant investment in infrastructure to support the delivery of policing in the Town of Amherstburg in a manner that promotes the use of technological enhancements. The proposal includes investments in technology in the amount of **\$373,850.00** for the purchase of laptops, smart phones, networking equipment, computers, and printers and licensing. The technological investments will allow officers to become more efficient and effective in the day to day operations of providing police services.

It is important to note that at present, the Amherstburg Police Services does not presently offer these tools to its officers. Such a direction does not make the force less effective, however it also does not allow for efficiencies gained through such technological improvements. Currently, this is not a direction of the APS, but could be implemented should the organization wish to do so. The technological support offered with these advancements in the Windsor proposal could increase the efficiency of the present service and enhance officer and resident safety. Most importantly these enhancements are offered through a dedicated Technology Division within the Windsor Police Services. The staff of this division will address issues that arise in the support of technological enhancements. The Town of Amherstburg does not have dedicated technological staff allocated to APS. The cost for this support is included in the proposal presented by WPS as a value added. If APS were to increase its investment to support and improve officer safety, efficiency and effectiveness an additional technological staff member may be required to support APS in this endeavour.

A critical piece of infrastructure to support the delivery of Policing Services in the Town of Amherstburg is the APS Radio Communications System (Motorola Digital P25 radio system). In the proposal submitted by WPS this critical piece of infrastructure remains the property of the Town of Amherstburg and therefore so does the responsibility for its maintenance. The current system is functioning without any issues however it has been identified by Administration and the proponent that a significant investment will be required in this system within the next 5 years. It is estimated that an investment of approximately **\$450,000** is required. This is important for Council to note as it is a future investment required by the Town regardless of which body provides policing services in the Town of Amherstburg.

**JPAC SUBMISSION: The committee considers the Technological investment as substantial. This is an enhancement designed to improve policing efficiencies in the Town of Amherstburg.**

## **5. Facility Requirements**

The proposal submitted by WPS does not address the current police headquarters for the Town of Amherstburg. The ownership and the maintenance of this facility remain with the Town of Amherstburg. WPS has not identified any deficiencies for the delivery of service with the current building in the Town of Amherstburg.

**JPAC SUBMISSION: The committee considers the building sufficient to deliver policing services in the Town of Amherstburg**

## **6. Financial Implications**

**\*\*See the Financial Section of the report\*\***

## **7. Local Civilian Oversight**

When it comes to policing issues the legislated responsibilities of Town Council and the Amherstburg Police Service Boards are contained in the Police Services Act R.S.O. 1990 (PSA).

This portion of the JPAC report outlines some of those legislated responsibilities.

This section is **NOT** meant to provide Council with a legal opinion on any issue that may or may not effect the proposal from the WPS.

*Police services in municipalities*

*Municipalities Choose the Method of Service Delivery*

*Section 4 of the Police Services Act R.S.O. 1990 outlines the responsibilities of a Municipality.*

*4 (1) Every municipality to which this subsection applies shall provide adequate and effective police services in accordance with its needs. 1997, c. 8, s. 3.*

*Core police services*

*(2) Adequate and effective police services must include, **at a minimum,** all of the following police services:*

- 1. Crime prevention.*
- 2. Law enforcement.*
- 3. Assistance to victims of crime.*
- 4. Public order maintenance.*
- 5. Emergency response. 1997, c. 8, s. 3.*

### ***Infrastructure for police services***

*(3) In providing adequate and effective police services, a municipality shall be responsible for providing all the infrastructure and administration necessary for providing such services, including vehicles, boats, equipment, communication devices, buildings and supplies.* 1997, c. 8, s. 3.

**JPAC SUBMISSION:** The Town's responsibilities will remain unchanged with the legislation.

## **8. Governance**

### ***Municipalities Choose the Method of Service Delivery***

*5 (1) A municipality's responsibility to provide police services shall be discharged in one of the following ways:*

- 1. The council may establish a police force, the members of which shall be appointed by the board under clause 31 (1) (a).*
- 2. The council may enter into an agreement under section 33 with one or more other councils to constitute a joint board and the joint board may appoint the members of a police force under clause 31 (1) (a).*
- 3. The council may enter into an agreement under section 6 with one or more other councils to amalgamate their police forces.*
- 4. The council may enter into an agreement under section 6.1 with the council of another municipality to have its police services provided by the board of the other municipality, on the conditions set out in the agreement, if the municipality that is to receive the police services is contiguous to the municipality that is to provide the police services or is contiguous to any other municipality that receives police services from the same municipality.*
- 5. The council may enter into an agreement under section 10, alone or jointly with one or more other councils, to have police services provided by the Ontario Provincial Police.*
- 6. With the Commission's approval, the council may adopt a different method of providing police services.* 1997, c. 8, s. 4.

### **One Board or Joint Board**

(3) All the police services provided in one municipality, except police services provided in a way described in paragraph 3 or 4 of subsection (1) or police services provided in the municipality by the Ontario Provincial Police under section 5.1, must be provided under one board or joint board. 2002, c. 18, Sched. N, s. 59.

*Municipal agreements for providing police services*

**6.1** (1) The councils of two municipalities may enter into an agreement for the provision of police services for one municipality by the board of the other municipality, on the conditions set out in the agreement, if the municipality that is to receive the police services is contiguous to the municipality that is to provide the police services or is contiguous to any other municipality that receives police services from the same municipality.

*Advisors to board*

(2) The council of a municipality that receives police services pursuant to an agreement made under subsection (1) may select a person to advise the other municipality's board with respect to objectives and priorities for police services in the municipality that receives the police services.

### **Responsibilities of the Current Amherstburg Police Services Board**

**27** (1) There shall be a police services board or, as provided in subsection 5 (3), one or more police services boards, for every municipality that maintains a police force. 2002, c. 18, Sched. N, s. 61 (1).

**31** (1) A board is responsible for the provision of adequate and effective police services in the municipality and shall,

- (a) appoint the members of the municipal police force;
- (b) generally determine, after consultation with the chief of police, objectives and priorities with respect to police services in the municipality;
- (c) establish policies for the effective management of the police force;

- (d) recruit and appoint the chief of police and any deputy chief of police, and annually determine their remuneration and working conditions, taking their submissions into account;
- (e) direct the chief of police and monitor his or her performance;
- (f) establish policies respecting the disclosure by chiefs of police of personal information about individuals;
- (g) receive regular reports from the chief of police on disclosures and decisions made under section 49 (secondary activities);
- (h) establish guidelines with respect to the indemnification of members of the police force for legal costs under section 50;
- (i) establish guidelines for dealing with complaints under Part V, subject to subsection (1.1);
- (j) review the chief of police's administration of the complaints system under Part V and receive regular reports from the chief of police on his or her administration of the complaints system. R.S.O. 1990, c. P.15, s. 31 (1); 1995, c. 4, s. 4 (7); 1997, c. 8, s. 21 (1-3); 1997, c. 17, s. 8; 2007, c. 5, s. 9 (1).

### **Estimates**

**39** (1) The board shall submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required,

- (a) to maintain the police force and provide it with equipment and facilities; and
- (b) to pay the expenses of the board's operation other than the remuneration of board members.

Same

(2) The format of the estimates, the period that they cover and the timetable for their submission shall be as determined by the council.

### **Budget**

(3) Upon reviewing the estimates, the council shall establish an overall budget for the board for the purposes described in clauses (1) (a) and (b) and, in doing so, the council is not bound to adopt the estimates submitted by the board.

Same

*(4) In establishing an overall budget for the board, the council does not have the authority to approve or disapprove specific items in the estimates.*

*Commission hearing in case of dispute*

*(5) If the board is not satisfied that the budget established for it by the council is sufficient to maintain an adequate number of police officers or other employees of the police force or to provide the police force with adequate equipment or facilities, the board may request that the Commission determine the question and the Commission, shall, after a hearing, do so. 1997, c. 8, s. 26.*

**JPAC Submission: Should Council elect to accept the Windsor Police Service proposal, the responsibilities of the Amherstburg Police Services Board and Amherstburg Town Council, encompassed in Sections 27, 31 & 39, will transfer to the Windsor Police Services Board.**

#### **4. RISK ANALYSIS:**

Completion of the JPAC mandate is paramount in finalizing the process to allow Council to make a decision. The JPAC has completed the community consultation process to accomplish its mandate. The JPAC committee's mandate was to perform a detailed analysis as per 6.5 of the JPAC committee's terms of reference. Throughout the report the Committee has presented findings for Councils consideration. The Committee was not mandated to provide a recommendation and as such has elected not to do so.

Residents may criticize the Committee for its decision not to provide a recommendation however members of the community must understand the role of the members of this committee and the mandate assigned to the committee. The committee is an advisory body as per the Town's Committees Terms of Reference and as such has fulfilled its role in providing its findings based on its Council approved mandate. The community must recognize that some members of the committee may have a pecuniary interest which they are obligated to declare if they were to make recommendations to Council.

#### **5. FINANCIAL MATTERS:**

The proposal submitted by the Windsor Police Service provides the Town with a number of cost savings and cost avoidance opportunities. There are a number of enhanced specialized services offered by WPS identified in the comparative analysis review report in Appendix A completed by MPM Consulting. For the purposes of this review they are difficult to quantify based on the Town's current use of such services however they would have significant value.

### **Operating Savings:**

The WPS submission projected an average annual savings of \$839,068. A reconciliation of the WPS to the APS model suggests an actual annual average savings of \$567,802. The reconciliation is as follows:

**As a result of the confidentiality clause contained within the WPS proposal, a full line by line review of the estimated annual savings, along with a list of financial assumptions is contained for Council review only in a Private and Confidential Memo**

#### **Reconciliation of Average Cost Savings in Both Proposals**

**Windsor Police Services RFP Annual Savings Projection**      \$ **839,068**

#### **Add:**

Additional Grant Revenue	\$	80,000
Additional POA Revenue	\$	96,000

#### **Less:**

WPS Net Cost Vs Amherstburg Gross Expense in Average Calculation	\$	(265,503)
WPS proposal added 2% inflation to APSB cost in total Town has used the same inflation on a line by line basis as the WPS Proposal	\$	(26,485)

#### **Less: Cost Amherstburg will remain responsible for:**

Dispatching Contract	\$	(77,000)
Telephone	\$	(16,000)
Utilities	\$	(20,400)
Building Maintenance	\$	(26,000)
Janitorial	\$	(25,000)
Radio Maintenance	\$	(35,000)

#### **Add:**

Administrative cost avoidance for the Town (1)	\$	44,122
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**Average Annual Savings**      \$ **567,802**

**Estimated 5 year Savings**      \$ **2,839,010**

- (1) The Town of Amherstburg provides administrative support to Amherstburg Police in the way of payroll and IT services, these costs have historically never been in the police operating budget. The following is a conservative estimate of this cost.

This is estimated cost avoidance as it will allow the town delays in adding staffing requirements. It should be noted that the Town would likely need to make additional staffing investment on the technology end to support the proposed level of IT services in the WPS submission.

### **Reserves:**

It should also be noted that should Council wish to move forward with the WPS proposal there will be an opportunity to repurpose the unencumbered reserve fund balance of approximately **\$380,680**. Should Council wish to move forward it may also be in the Town's best interest to retain these funds for contingency cost which may arise from the conversion such as legal, consulting, professional and other fees. These funds can also be used should any severance cost arise. The funds can also be used as a starting balance for a reserve to set aside should at the expiration of the contract Amherstburg would need to re-establish its own police force.

### **Post Retirement Benefit Cost Avoidance:**

The WPS proposal assumes Amherstburg Police Services staff and the post retirement benefit costs associated with those staff members. The post retirement savings (cost avoidance) for employee benefits are estimated to be in a range of **\$2,800,000-\$3,900,000**. These estimates have been confirmed by the Town's actuaries and have also been reviewed by the Windsor Police actuaries and accountants prior to submission of the bid. These costs will be absorbed by the WPS should the Town move forward with acceptance of the proposal.

It should be noted the Town of Amherstburg does not currently budget for these cost on an annual basis and plans to pay for them as they are incurred in future insurance premiums. This is a reduction of future cost these cost will vary and be spread over long periods of time based on actuarial assumptions.

Assuming these costs would be spread over a period of 40 years the annualized cost avoidance is \$70,000-\$97,500. Assuming these costs would be spread over a period of 50 years the annualized cost avoidance is \$56,000-\$78,000.

This would result in a one-time adjustment to the Town Statement of Financial Position to employee future benefit obligations. It should also be noted that the Town Of Amherstburg in 2011 stopped the practice of offering benefits for life to mitigate future pressures on employee future benefit obligations.

### **Police Grants:**

Should the Town of Amherstburg no longer have a police services board under the contract proposal there was concern that the Town would no longer be able to access grant funding from the Ministry of Community Safety and Correctional Services.

On January 18, 2018 The Town received confirmation that the Policing Effectiveness and Modernization (PEM) and Reduce Impaired Driving Everywhere (RIDE) grants will

still be available to the Town of Amherstburg. The letter is attached in appendix A of this report.

This has been factored into the financial calculation and is one of the reconciling items in the calculation.

### **Future Cost Mitigation and Increased Predictability in Cost:**

A detailed review of salaries increases since 2010 for the Amherstburg Police Service has determined that the average salaries increase to be 2.53% per year. Annual increases range from a high of 3.5% in 2013 to a low of 0% in 2015. Under a contracting policing model year by year fluctuations of this nature are reduced. Under the five year proposal from the Windsor Police Services these cost average 2.20% and eliminate the risk of any large fluctuation in a given year. Contract Policing also avoids the risk of police arbitration outcomes for the Town Of Amherstburg.

From 2015 to 2018 total expense cost have risen 5.57% for the Amherstburg Police Service. Annual Increases range from a high of 2.96% in 2015 to a decrease of 1.14% in 2018. This decrease is due to the savings in the dispatching contract. Under a contract policing model you eliminate the risk of cost fluctuations from year to year and it provides increased predictability in future cost. The average cost increase on a year to year basis in the Windsor Police Proposal is 2.19%. If the contract is extended beyond 5 years to a longer term contract a pricing index such as CPI would likely be used as an index for future cost adjustments.

### **Upfront Capital Cost:**

The Windsor Police Proposal has a one-time capital cost \$971,612 which can be allocated over a five year period at a cost of \$206,136 when factoring interest cost over the five year span of the contract. The investment proposed in the Windsor police proposal offers significant investment and upgrades to technology and computer systems used by the Amherstburg Police at this time and this represents a significant portion of the cost. Another key element is the Windsor Police Proposal offers a replacement plan and cost for the phased in replacement of all 12 Amherstburg police vehicles. Under Windsor Police Proposal there are also cost to deal with the standardization of weapons, equipment, uniforms and body armour. The detailed breakdown has been provided to Council in a Private and Confidential Memo.

### **Other Financial Considerations- Not Quantifiable at this time:**

In the proposal severance is not payable as all staff will be assumed by the WPS. The Town has obtained legal opinion on this matter that support this fact and it is contained within a Private and Confidential Memo. The Amherstburg Police Association has also obtained legal opinion on this matter and it as well is contained in the Private and Confidential Memo. The estimated range for severance outcome is \$0-\$2,400,000. This is based on the possibility of approximately 13 senior staff possibly not willing to transfer to WPS.

A line by line review of both collective agreements as well as benefit packages is also included in a Private and Confidential Memo for Council's review.

There are also a number of services that are included with the WPS that are not quantifiable by Consultant/ JPAC. Those services are identified in Appendix F. Costing has not been provided as they are not services currently accessed regularly by APS but will be available to the Town as service enhancements should Council move forward with this proposal. It is also important to note that Bill 175, Safer Ontario Act, 2017 has received first reading in the legislature. This Bill will require municipalities to assume responsibility for waterways policing. At present Windsor is responsible for waterway policing in Windsor while Amherstburg is not. Should Bill 175 be adopted it will have potentially significant cost implications to the Town as it will require additional resources and potentially staff. This cost will be avoided should the Town elect to move forward with the WPS proposal.

## **6. CONSULTATIONS:**

Joint Police Advisory Committee and members of the general public were consulted on this report.

## **7. CONCLUSION:**

The findings of the JPAC committee are presented to Council for consideration in the decision regarding Police Services in the Town of Amherstburg.

  
\_\_\_\_\_  
Giovanni (John) Miceli  
JPAC Chair

**GJM**

**Ministry of Community Safety  
and Correctional Services**

Office of the Minister

25 Grosvenor Street  
18<sup>th</sup> Floor  
Toronto ON M7A 1Y6  
Tel: 416-325-0408  
Fax: 416-325-6067

**Ministère de la Sécurité communautaire  
et des Services correctionnels**

Bureau de la ministre

25, rue Grosvenor  
18<sup>e</sup> étage  
Toronto ON M7A 1Y6  
Tél. : 416-325-0408  
Téléc. : 416-325-6067



Ontario

MC-2017-2825

**JAN 18 2018**

His Worship Aldo DiCarlo  
Mayor  
Town of Amherstburg  
271 Sandwich Street South  
Amherstburg ON N9V 2A5

Dear Mayor DiCarlo:

Thank you for your letter regarding the Town of Amherstburg's eligibility for the Policing Effectiveness and Modernization (PEM) and Reduce Impaired Driving Everywhere (RIDE) grants as the town explores the possibility of contracting for police service delivery from the City of Windsor. I apologize for the delay in responding.

I would like to congratulate the Amherstburg Police Service for its success in being approved for funding under the 2017/18 PEM grant. As the Ministry of Community Safety and Correctional Services moves towards supporting outcomes-based, local community safety and well-being approaches, we want to ensure that the Town of Amherstburg can continue to benefit from initiatives that improve the effectiveness and modernization of policing services through the transitional PEM grant.

As such, should the town switch to contract policing and receive police service delivery from the Windsor Police Service, your allocation under the PEM grant would become available to the Windsor Police Service, provided that the funding is being used for initiatives that benefit the town and that this is clearly demonstrated in any forthcoming application.

However, please note that while the PEM grant is available in 2018/19, it is a transitional grant. Our ministry is continuing to review its grant programs and consult with our valued stakeholders to inform the structure of grants in future years, with the aim to better support the shift to an outcomes-based grant program that aligns with the Strategy for a Safer Ontario. Further information on grants transformation and future consultations will be communicated to stakeholders as soon as possible.

In regards to the RIDE grant, funding is available to municipal and First Nation police services and Ontario Provincial Police contract locations. The Windsor Police Service would be eligible to apply for funding under the RIDE grant, and as part of its application, it could take into account the communities for which they provide policing services, including the Town of Amherstburg.

.../2

Mayor Aldo DiCarlo  
Page 2

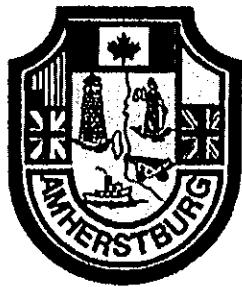
In conclusion, I wish to thank the Town of Amherstburg and the Amherstburg Police Service for their hard work and dedication in maintaining a safe and healthy community.

Thank you again for your letter.

Sincerely,

A handwritten signature in black ink, appearing to read "Marie France-Lalonde".

Marie France-Lalonde  
Minister



# The Corporation of The Town of Amherstburg

July 10, 2017

Mayor Ken Antaya  
Town of LaSalle  
5950 Malden Road  
LaSalle, ON N9H 1S4

Dear Mayor Antaya,

Enclosed please find a Request for Proposal that has been developed by the Town of Amherstburg. Our Municipal Council intends to examine all of the policing options that are allowable under the Police Services Act of Ontario to determine which option best meets the needs of our community. Further to the resolution that was passed by your Council on January 26, 2016:

*32/16 That an offer to provide policing costs by the Town of LaSalle to the Town of Amherstburg BE EXTENDED to the Town of Amherstburg*

We hope that your Council is willing to provide us with a proposal for contract policing by LaSalle Police Service that will meet, or exceed, the service levels identified in the RFP.

Amherstburg is also interested in exploring the possibility of amalgamating our two police services should your Council wish to reconsider the motion previously adopted. I would encourage your Council to consider this opportunity and submit a proposal with respect to this option. The RFP document identifies amalgamation as a similar but distinct process to that required for a proposal for contract policing.

We will be pleased to provide any additional information that LaSalle Council or your staff may require. We look forward to working collaboratively to ensure the process we follow is fair, transparent, and comprehensive.

Yours truly,

Aldo DiCarlo  
Mayor of Amherstburg

cc: J. Leontowicz, LaSalle Chief of Police  
Mayor Drew Dilkens  
Al Frederick, Police Chief



## Corporation of the Town of LaSalle

5950 Malden Road, LaSalle, Ontario, N9H 1S4  
Phone: 519-969-7770 Fax: 519-969-4469 [www.town.lasalle.on.ca](http://www.town.lasalle.on.ca)

### Office of the Mayor

Kenneth M. Antaya

August 11, 2017

Mayor Aldo DiCarlo  
Town of Amherstburg  
271 Sandwich Street South  
Amherstburg, Ontario  
N9V 2A5

Dear Mayor DiCarlo:

Thank you for your correspondence dated July 10, 2017 regarding policing options and the possible request for proposal for contract policing by LaSalle Police Service.

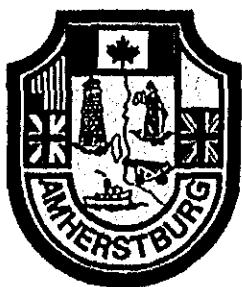
Town of LaSalle Council at its meeting held August 8, 2017 considered this matter and concluded that the Town of LaSalle will not be submitting a quote for police service to the Town of Amherstburg.

Thank you for the opportunity and I wish you well as your town progresses through this process.

Sincerely,

Mayor Ken Antaya





# The Corporation of The Town of Amherstburg

July 10, 2017

Mayors Drew Dilkens  
City of Windsor  
350 City Hall Square West, Suite 201  
Windsor, ON N9A 6S1

Dear Mayor Dilkens,

Enclosed please find a Request for Proposal that has been developed by the Town of Amherstburg. Our Municipal Council intends to examine all of the policing options that are allowable under the Police Services Act of Ontario to determine which option best meets the needs of our community. We hope that your Council is willing to provide us with a proposal for contract policing by the Windsor Police Service that will meet, or exceed, the service levels identified in the RFP.

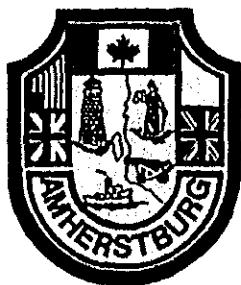
Amherstburg is also interested in exploring the possibility of amalgamating our two police services and I encourage you to submit a proposal with respect to this option as well. The RFP document identifies amalgamation as a similar but distinct process to that required for a proposal for contract policing.

We will be pleased to provide any additional information that Windsor Council or your staff may require. We look forward to working collaboratively to ensure the process we follow is fair, transparent, and comprehensive.

Yours truly,

Aldo DiCarlo  
Mayor of Amherstburg

cc: Mayor Ken Antaya  
Al Frederick, Police Chief  
J. Leontowicz, LaSalle Chief of Police



# The Corporation of The Town of Amherstburg

July 10, 2017

Marie –France Lalonde  
Minister of Community Safety and Correctional Services  
25 Grosvenor Street  
Toronto Ontario  
M7A 1N8

Dear Minister Lalonde,

Enclosed please find a Request for Proposal that has been developed by the Town of Amherstburg. Our Municipal Council intends to examine all of the policing options that are allowable under the Police Services Act of Ontario to determine which option best meets the needs of our community. We hope that your Ministry is willing to provide us with a proposal for contract policing by the Ontario Provincial Police that will meet, or exceed, the service levels identified in the RFP.

I will be pleased to provide any additional information that your Ministry may require. We look forward to working collaboratively with OPP staff members and representatives from nearby municipalities to ensure the process we follow is fair, transparent, and comprehensive.

Yours truly,

Aldo DiCarlo  
Mayor of Amherstburg

cc: Commissioner Vince Hawkes - Ontario Provincial Police

Ontario  
Provincial  
Police

Police  
provinciale  
de l'Ontario



Municipal Policing Bureau  
Bureau des services policiers des municipalités

777 Memorial Ave.  
Orillia ON L3V 7V3

Tel: 705 329-6140  
Fax: 705 329-4191

777, avenue Memorial  
Orillia ON L3V 7V3

Tél. : 705 329-6140  
Téléc.: 705 329-4191

September 14, 2017

Mayor Aldo DiCarlo  
Town of Amherstburg  
271 Sandwich Street South  
Amherstburg, ON N9V 2A5

**COPY**

Your Worship,

Thank you for your letter addressed to the Honorable Marie-France Lalonde, Minister of the Ministry of Community Safety and Correctional Services dated July 10<sup>th</sup>, 2017, accompanied by the Request for Proposal for policing services to the Town of Amherstburg and for the fax dated August 18<sup>th</sup>, 2017 with the Site Visit Transcription. I'd like to take this opportunity to respond.

As a follow-up to the letter to Chief Administrative Officer Giovanni (John) Miceli dated July 10, 2017, I would like to reiterate that the OPP utilizes the Information Manual for the OPP Contract Proposal Process for all contract proposals. The Manual is available online at [www.OPP.ca/contractproposals](http://www.OPP.ca/contractproposals). We have successfully been using this process since 2016 for the 14 communities that requested an OPP contract proposal. The process prescribed in your Request for Proposal differs in significant ways from the process described in our manual. As a result, the OPP cannot participate in your Request for Proposal.

We have made several attempts to schedule an initial information session to explain to your Council the OPP contract proposal process. Since we have not been provided the opportunity to do so, we recommend that you and your Council familiarize yourself with the Information Manual, as it outlines all the steps involved in the contract proposal process. This manual is kept relevant and up to date.

Should your municipality still wish to proceed with a contract proposal for OPP policing services according to the timelines and processes described in the Information Manual for the OPP Contract Proposal Process, we require a confirmation by way of Council resolution by September 30th, 2017.

If we do not receive formal confirmation by this date, we will understand the Town has chosen not to proceed with an OPP contract proposal at this time. Should your municipality decide to re-enter the contract proposal process at a later day, you may make a written request to the Minister of Community Safety and Correctional Services.

Thank you again,

Sincerely,

A handwritten signature in black ink, appearing to read "M.M. (Marc) Bedard".

M.M. (Marc) Bedard  
Superintendent  
Commander,  
Municipal Policing Bureau  
Ontario Provincial Police

**COMPARATIVE ANALYSIS  
OF THE  
AMHERSTBURG POLICE SERVICE  
AND THE  
POLICING PROPOSAL  
FROM THE  
WINDSOR POLICE SERVICE**

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## Background:

The Town of Amherstburg decided to consider its policing options as allowed by the Police Services Act of Ontario (PSA) and a recent decision of the Ontario Civilian Police Commission. Section 6.1 of the PSA allows a municipality to contract for police service delivery from another municipality providing they have a contiguous boundary. In a recent decision, the Commission exercised its authority, under section 5.6 of the PSA, to allow the Town of St. Mary's to obtain contract policing from the Stratford Police Service, even though the two municipalities do not have a contiguous boundary. Based on these authorities, Amherstburg Town Council issued a Request for Proposals (RfP) to the three agencies that could practically provide policing to the Town. The Town of LaSalle and the City of Windsor each had two available options including; amalgamating their police services with the Amherstburg Police Service (APS), and providing police service under contract. Contract policing by the Ontario Provincial Police (OPP) represented the fifth available option.

The Town developed a comprehensive RfP document that specified, in detail, the level of service indicators that needed to be addressed in a submission for police service. The overriding principle was to treat this process the same as any other municipal examination of service delivery options. That is, the Town determined the basic service standards that must be met, quantified them as clearly as possible, and then distributed a RfP to all qualified potential respondents. The process is well defined and transparent with all potential respondents treated equitably.

The RfP document was developed by the Joint Police Advisory Committee which engaged a consultant, Michael Mitchell of MPM Consulting, to work with them. It was based, in large part, on the Process Guidebook for the Review of Policing Options (2012) which was developed by the Ontario Association of Chiefs of Police after thorough consultation with the policing community and the Province. The Committee ensured that the RfP document included all of the operational and organizational information requested by the OPP when that organization develops a proposal to assume policing responsibility from a municipal police service. It provided a template which could be followed by respondents. After the RfP was issued, a meeting was scheduled so that all interested parties could ask questions and seek clarification concerning the RfP as well as the process which would be followed. The session also included a tour of the Amherstburg Police Building.

LaSalle declined the opportunity to respond to the RfP with either an offer of amalgamation of police services or a contract proposal. Surprisingly, the OPP did not submit a proposal even though they had previously expressed interest in providing a cost estimate for policing Amherstburg. Although Windsor did not submit a proposal for amalgamating police services, the City did submit a detailed proposal for contract policing of the Town. This report provides a

comparative assessment of this Windsor contract policing proposal with the existing policing in Amherstburg.

In order to provide an adequate, comprehensive response that met the requirements detailed in the RfP, Windsor provided information on each of the three main elements Amherstburg Council would need to make an informed decision with respect to police service delivery. Specifically, the level of local civilian oversight of policing in the Town, the level of service that would be provided, and the annual costs. This report provides a comparative analysis of the first two elements. Municipal staff completed a comparative evaluation of costs.

**Local Civilian Oversight:**

Local control and accountability for policing is an important, and often overlooked, component of the important factors to consider when making a decision on police service delivery. Except for responsibilities specifically and legislatively delegated to the OPP, such as enforcement on provincial highways, policing in Ontario is a municipal responsibility. Over time the number of municipal police services in Ontario has declined dramatically due to; municipal restructuring, police service amalgamations, policing contracts between municipalities, and contracts with the OPP. Each of these options alters local civilian oversight in different ways.

Currently the APS is governed by the Amherstburg Police Services Board. The powers and responsibilities delegated to the Board under the Police Services Act include; establishing the annual budget, setting corporate policy, hiring the Chief of Police and monitoring his or her performance, and developing the business plan. No other policing option provides this level of local control or responsibility for a municipality and its' Council.

If Windsor was to provide contract policing to Amherstburg, the administration of the WPS would continue to be the responsibility of the Windsor Police Services Board (WPSB). The membership of the WPSB consists of the Mayor of Windsor, one (1) member of Council, two (2) Provincial appointees and one (1) community representative appointed by Windsor City Council who is neither a council member nor an employee of the City of Windsor.

The WPS submission identifies the introduction of an advisor but does not clearly identify what role this advisor might play on the WPSB. It appears that this is a significant element to be negotiated and clearly defined in any policing contract that is developed. The contract itself would represent the most tangible method for the Town to ensure that the service levels identified in the RfP and the WPS response will be maintained throughout the term of the contract.

The WPS proposal does highlight the consultations that the Staff Sergeant in Amherstburg would maintain with Amherstburg Council and the community the police serve. The WPS would create a singular job description for this position to reflect the unique functions that this Staff Sergeant would perform. These responsibilities would require his or her attendance at all Council meetings and Senior Management Team meetings. These are elements of local oversight that would be codified through inclusion in the contract.

**Level of Service:**

The submission from Windsor is structured to replicate, as closely as possible, the existing police service delivery for Amherstburg and maintain the existing level of service for the term of the contract. Because of organizational differences there are still some areas of difference which will be identified in this report

*Staffing*

The most important component of any police service is its uniformed, civilian, and auxiliary members.

In a contract with Windsor, the complement would be reduced by one with the Chief of Police and the Deputy Chief positions being eliminated, and a Staff Sergeant position being added. All existing staff would become part of the Windsor Police Service. All members, except the senior command, would maintain their rank/position and seniority and would continue to serve in Amherstburg, including the auxiliary officers. Unless a member prefers to transfer to the City or qualifies for a promotion, the formal Windsor proposal specifies that none of the current APS members would be moved from the Town in the first three years. Subsequent to issuing the proposal, representatives from the WPS have committed to extending this obligation for the entire term of the contract. The auxiliary officers would continue to focus their efforts on duties and special events in Amherstburg.

All uniformed members would continue with their current workload responsibilities. For the public the most important aspect of this is the continuation of the existing platoon structure. In APS there are four platoons which are on duty for twelve hour shifts during which they respond to all calls for service. Each platoon consists of four constables supervised by a sergeant. These officers along with those in the specialized units have consistently ensured that Amherstburg ranks as one of the safest municipalities in Canada every year.

Supervision would alter with the changes in supervisory ranks. Senior supervision is currently provided by the Chief and Deputy when they are onsite. In addition, they are both available for call back to priority occurrences when they are off duty, although this seldom occurs. The WPS proposal adds a Staff Sergeant who would oversee policing in Amherstburg. This officer would provide supervision when on duty. Each platoon in Windsor is supervised by a Staff Sergeant to whom the platoon sergeants in Amherstburg would report. In effect, there would be an enhanced level of uniform supervision outside of the hours that the senior command is normally available.

### *Policing Delivery*

The WPS would maintain the existing zone structure which divides Amherstburg into two distinct zones. Statistical information would be maintained separately so that Amherstburg officials can continue to monitor the crime, traffic, and general occurrences in the Town, including data contained in the annual report from the Chief of Police to the Police Services Board. The Business Plan could also be structured to reflect priorities in Amherstburg which will be substantially different than those in Windsor. Proposed staffing levels would be sufficient to maintain the existing response policies and the minimum platoon staffing level currently maintained by the APS. The WPS would be able to monitor response times for priority calls.

The APS provides almost all of the expertise required to respond to the workload in the Town. Officers are well trained and possess the knowledge required to effectively resolve the occurrences which require police involvement. At the same time, the APS devotes significant staff time to proactive initiatives to enhance public safety. A detailed list of services currently received by the public in Amherstburg is included in the RfP document.

The WPS would provide a highly comparable level of service. It also offers a significant number of specialized services, including canine teams on each platoon, a full time emergency services unit, and a number of highly trained investigative units. These types of highly specialized services have seldom been required in Amherstburg. Normally, specialized services can be obtained from the OPP at no additional cost. The major difference would be that the WPS can supply them more expeditiously because of the proximity of the City to the Town.

### *Current Specialized Policing Units*

The Windsor proposal continues the local specialized functions currently performed by individual units in the APS. For example, a separate traffic unit would be maintained in the Town and it would continue to use the Town's traffic signs as part of its road safety program. Likewise, the community service officer, criminal investigators, forensic identification officers, and the mental health liaison program would continue. The current model of officer deployment for APS specialized units would continue. If needed, they would be assisted by officers in specialized units working in Windsor.

### *Waterways Policing*

Amherstburg is not currently responsible for waterways policing while Windsor is. However, the APS maintains a boat and has five specially trained officers who occasionally operate it during special events. Bill 175 received first reading in the Provincial Legislature on November 2 of this year. Among other things it includes a major revision to the Police Services Act. Section 10 (6) of this draft legislation obligates police services boards to provide policing on all navigable bodies

of water in the areas for which they have policing responsibility. Regardless of which police service polices Amherstburg, this is a potentially new responsibility that will have to be treated with a higher level of priority. At this time it is impossible to project what the cost implications of this new obligation will be for the APS. The WPS is already responsible for waterways policing and would need to expand its current patrol zone. APS would have to establish and staff a waterways policing program.

#### *By Law Enforcement*

The WPS does not enforce most bylaws in the City. The proposed staffing level for Amherstburg would allow the WPS to continue enforcing the bylaws in Amherstburg which are currently the responsibility of the APS. This would be a contractual obligation.

#### *Training*

The current APS staff members are extremely well trained. This standard would continue to be met, primarily through access to the WPS training facility. This facility is already used by uniformed members of the APS for many training programs.

#### *Communications*

Effective, reliable radio communications are essential for police services. Currently the APS receives dispatch service from the LaSalle Police Service. Beginning in 2018 the APS will be dispatched by the WPS. The Town will still receive superior radio communications at a substantial cost savings. The testing is complete and the WPS will be able to provide effective 911 call answer and all required dispatch service in Amherstburg. Although the existing APS radio equipment differs from that used by the WPS, it is compatible and will continue to function effectively to the end of its useful life.

The WPS radio system employs state of the art digital, encrypted technology. In addition, communicators will be aware, at all times, of the location of all on duty officers and their vehicles due to the GPS capability of the system.

Administrative calls to the police would continue to be handled by the existing civilian members who would still be stationed in the Amherstburg police building. After hours, a phone for the public, located at the building, would provide immediate contact with the communication staff serving at the Windsor Police Headquarters.

#### *Amherstburg Police Building*

The current police building would continue to be open to the public during working hours on Monday to Friday. The public could continue to visit in order to obtain information and services

such as accident reports and volunteer checks. All existing staff would be stationed at the building with the exception of the Chief of Police and the Deputy Chief. A Staff Sergeant would be permanently assigned to the Amherstburg Police building to act as the primary liaison between the WPS, the local community, and Amherstburg Council. It would still house specialized equipment such as that used for forensic identification and breathalyser testing. The use of existing cells, which is limited, would continue as would the current arrangement to transfer prisoners who must be housed overnight to the Windsor Police building.

#### *Vehicles*

The existing fleet will be assumed by the WPS wherever possible. Replacement vehicles would be all wheel drive. Though vehicles would be rotated from the City to the Town in order to control mileage on each vehicle, those assigned in Amherstburg would have distinctive marking identifying them as police vehicles stationed in the Town.

#### *Equipment*

Officers in the APS are extremely well equipped. This would continue with the equipment such as protective vests being converted to the WPS standard to ensure continuity between all officers. The only equipment currently used by officers in the APS that would be phased out would be the body cameras and the non lethal shotguns currently used by the APS but not supported by the WPS. It is possible that the WPS will conduct a test on body worn cameras as a prelude to their introduction if the test results are positive. The costs associated with maintaining non-lethal shotguns for use in Amherstburg should be minimal and would not obligate the WPS to expand their usage into the City.

#### *Technology*

Most of the technology used by the APS would continue to be employed in a contract situation. The WPS employs some other technologies that would be introduced to improve the police operations in Amherstburg. For example, patrol officers use in car scanners that can read any government issued ID card as well as E-ticket printers that automatically populate core information on tickets. For the public, the WPS employs a crime mapping system that provides maps of the City and identifies the crime patterns by area which can be viewed by the public on the WPS website. This system would be extended to the two patrol zones that will be maintained in Amherstburg.

Any future technological innovations or upgrades introduced by the WPS would automatically be applied in Amherstburg at a reasonable cost due to the economy of scale available to a large organization.

*Liabilities*

Upon commencement of a policing contract, Amherstburg would remain responsible for all existing police liabilities, after which the WPS and the WPSB would assume responsibility for any liabilities incurred by police members working in Amherstburg. This would include quantifiable items such as those pertaining to post retirement benefits. As well, liabilities for operational responsibilities, such as waterways policing, would become WPS responsibilities.

**CONCLUSION:**

Amherstburg currently receives an extremely high level of police service and is one of the safest municipalities in Ontario. The proposal from Windsor to assume contract policing of Amherstburg is structured to replicate as closely as possible the existing organizational structure and service levels. The transition to contract policing would require the disbandment of the Amherstburg Police Service and the dissolution of the Amherstburg Police Services Board. Regular oversight for policing in the Town would revert to the Windsor Police Services Board. Local control of policing in the Town would be undertaken by the Amherstburg Municipal Council which is the signatory to the contract. Council would assume responsibility for ensuring that the terms of the contract are met.

The organization for policing the Town would remain similar with the Chief of Police and Deputy Chief positions eliminated and a Staff Sergeant position added. The Windsor proposal obligates the WPS to maintain the remainder of the existing police organization intact with the public still able to have access to the police staff at the police building in Amherstburg. Functions performed by the WPS for the APS would continue in a contract situation with the most significant benefit arising from the ability to readily access the strengths of the WPS infrastructure, most particularly the numerous specialized services described in the Windsor proposal. These include:

- Canine units (24/7)
- Emergency response (tactical) unit (24/7)
- Explosives disposal
- Crime scene/forensic expertise
- Collision reconstruction
- Crime prevention expertise
- Enhanced training/professional development opportunities
- State of the art technology and technical support
- Certified crisis negotiators

Policing by the WPS would continue the existing public access to the police currently available to citizens from the APS. In addition, members of the public would be able to report to the police, and access services, electronically. These programs include online:

- Crime reporting
- Police records checks
- Traffic complaints
- Autism registry
- Vulnerable persons registry

- Bicycle registry
- Sexual assault reporting
- Media portal
- Interactive crime reporting

Electronic reporting and services would be provided on a voluntary basis. All calls for service originating in Amherstburg would result in a response from uniformed officers if requested.

**Recommendations:**

The comparative analysis completed by MPM Consulting concludes that the proposal submitted by the City of Windsor to provide contract policing to the Town of Amherstburg, adequately addresses the criteria included in the RfP. The WPS would provide a level of service comparable to that currently received by the public in Amherstburg. A contract for policing would need to include all of the commitments identified in the Windsor proposal. Subsequent to discussions of the committee it is recommended that in addition the contract would need to specify that:

1. Amherstburg Council would appoint the Mayor of Amherstburg (or designate) as its community representative to the Windsor Police Services Board.
2. The unique job description for the staff sergeant assigned to Amherstburg would specify the requirements for that officer, or the officer acting as a temporary replacement, to attend all Council meetings and all meetings of the Senior Management Team.
3. No member of the APS would be transferred to the City unless he or she requested the transfer, or it was made for promotional purposes. This stipulation should pertain to the full term of the contract.
4. The existing police zone structure in Amherstburg would continue. Any change to the zone structure in the future would require approval from the Town of Amherstburg Council.
5. Operational data for Amherstburg and its two zones would be maintained separately and reported to The Town of Amherstburg Council on a quarterly basis, in the WPS Annual Report and as part of the Business Plan.
6. The deployment of non-lethal shotguns to police officers serving in Amherstburg would continue.
7. The WPS would continue to enforce Amherstburg municipal by-laws which would be listed in the contract.
8. That the contract for policing be established for a period of at least ten years to ensure a period of certainty and stability for both the Town of Amherstburg and the City of Windsor.

9. The timeframe for the communications contract should mirror the multi-year term of the policing contract.
10. Windsor Police Services Board will provide adequate policing at all special events held in the Town of Amherstburg.

## 1<sup>st</sup> Public Consultation – Comments from the Public

### **Bill Wiley – 41 Whelan Drive**

Three things: One thing that bothers me is the logistics of running a Police Department that's severed by a town the size of LaSalle. I don't know if Amherstburg really touches Windsor at any point, I don't think it is close, but can you tell me what the logistics are going to be with crossing the borders to get here, length of time?

Second point, something that got my attention on the presentation, the fact that officers wouldn't be going to Windsor unless they were being promoted and/or disciplined. Now, I worked with these three gentlemen for many years, Al and I were cruiser partners. He knows, and I know, that in the old days, the old precinct on Jefferson, the farm, is where you were sent if you screwed up. So I'm just thinking if an officer here is transferred into Windsor for disciplinary purposes and at the end of his contract, what happens? The officer is transferred into Windsor, "you're a bad boy, you're going to go work on Drouillard Road for six months, or whatever it is".

Third, was that I trust Al, and don't take this the wrong way, but I know I saw it on the news there about 3 or 4 weeks ago, that you're coming back to stay for 18 months. As soon as I heard that I figured well, that's it. The decision's been made; Al's coming back for the 18 months. Did that have anything to do with your decision? I'm sorry, just one more thing. Every officer that's in this town right now, stays here. Guaranteed? Thank you.

### **Frank Cleminson – 41 Indiana Place**

I'd like to put on the record, I was on the Amherstburg Police Service Board from 2004 to January of 2015. I am a past Chair of the Board, so you can understand that this is very near and dear to me, what we're up against. So I have some questions, I'm going to keep my 5 minutes, but you'll probably see me get back in line again. Chief and the Mayor, the first question I really have that I'm concerned about is Windsor's police per capita is the most expensive in Canada at \$415, billing wise. Amherstburg, we run around \$270. So trying to understand how you arrived at the savings and the RFP will not be released to get us to that number. I'm looking for transparency and this is very important to understand, when we arrive at this. There's other issues and I'll allude to two more that concern me is the fact when we're going towards your CBA, the Windsor Association, you also have after 5 o'clock, you have 2 man vehicles. That would require with 2 zones, 4 guys and only 2 vehicles for this area. In the event, we run 3 as the minimum right now. So, it would be an added cost with one less vehicle and incidents out here, we respond to every one of them, so it brings back the cost factor to me. And that last thing, and I'll let you digest this, is with Windsor's marine unit being 50% funded by Windsor Port Authority. Understanding this concern that the waterways, which doesn't describe the whole thing, we have an international waterway, it's the inlets and all that stuff, are they alright with that money being spent to cover out this area?

Ok, just so I can allude to, is that, if you look at it the way I see it, Windsor is subsidizing Amherstburg policing, because there is a cost associated. And we can't tell how you arrived at that number and that's where I think transparency's important, to see how we get that number. I understand you explaining it, we got a copy of the RFP, I'm just trying to find that number. And the other thing that concerns is, in that savings, what happens if an officer is charged under the Police Act or is injured in an WSIB, whatever date this is at, are you going to assume those officers or are they going to have to be maintained by the Town?

I know I'm at my 5 minutes, but that one thing I didn't get from you Chief, if someone is charged under the Police Act at the time of transfer, if this does go through, are they going to be a member of the Windsor Police Service Board or are they going to be pending and be on the Town's funds?

Thank you Chief.

**Denise Bondy – 66 Richmond Street**

Everybody here tonight comes with a bias, or at least one bias. I come here with two. My first bias is that I'm biased for the Town of Amherstburg. I've lived here almost my entire life. It's a great place to live; it's not without its blemishes, its problems. But it is the place that my husband and I have chosen to stay and where we will stay. The second bias I have is that I'm pro police officer. I come from a cop family. My father, two uncles, a first cousin were and are career police officers. So, I want what's best for Amherstburg, I want what's best for our policing, I want what's best for our police officers. Although I am a senior, all biases aside, I don't believe that we should always stay with something just because we've always done it that way. I know that we're here to begin a process to see whether the Town of Amherstburg should change its policing services. I'll tell you that my personal opinion, right now, from what I've read in the newspapers, from what I've seen on the various Town sites and what have you, is that this is a change that should be resisted at the present time. We have a cost-efficient, family, small-town police service. It's small enough to be personal. We know who our police officers are, at least we recognize them by face. They know who we are. Amherstburg is not a big city with big city policing needs. We've been offered specialized services, a S.W.A.T team. Well we've only had that come into our jurisdiction once in my lifetime; it wasn't very good. Do we need a S.W.A.T team? Do we need police dogs? Do we need bomb detection? Do we need these as much as we need a small town, personalized police service? And, if God forbid, we should ever need one of any of these, isn't the nearest municipal or O.P.P service obligated to help us and provide that? I believe they are. We're cost comparison, cost-efficient, I mentioned that at the beginning... I think it's important for us to look at LaSalle's reasons for not bidding on our service. The Mayor of LaSalle was quoted in the media saying that "they couldn't provide the service any cheaper, they might be able to save a few dollars, but in doing so they would lose autonomy and so would we". Loss of autonomy is rather important. It made me sit up and pay attention. What will we lose in dollars and in service? The first public comment that I read in the Windsor newspaper was from Mayor Dilkens, and he may have been misquoted but what was quoted in the paper was "he was happy because this was going to save Windsor money". He also was quoted as saying "it would save Amherstburg perhaps a million dollars a year". Then that was downloaded to \$800,000, now it's downloaded to five hundred and something thousand. I am not going to tell you that

these are insignificant amounts of money; they're not. But why are these bids so low? Intentionally or not are these low ball bids. When a bid for dispatching services came in, there were 4 bids. Three of them were about a million and a half dollars, and Windsor's was at six hundred and fifty something thousand dollars. What's happening here? I'm not sure. I'm not sure that it's transparent enough. I'm not sure that I understand it enough. Will we inherit more problems than benefits? Perhaps. The question of disciplinary measures has been brought in. Our officers and our police service accepted body cameras without a peep, which gives me cause to think that we have, we as a policing community, have nothing to hide. Assurances have been made that Amherstburg officers will be able to stay here if they choose to. That's great. Things do change. An alleged comment was made about discipline. All I can say is on the t.v. cop shows, they always say "you could be beat out in the boonies." And that might be us. And what do we know? Who lives in a small town? I know who you are, you know who I am. I know who the police officers are. I'm afraid to lose that. So, quickly, to finish this up, I had more but I'm trying to finish in a hurry. I said in the beginning I come from a cop family. Of the 4 police officers in my family, only one began and completed his service with the same department. The other 3 were all involved in either moving voluntarily or being absorbed by other services. And a former best practice, first opinion, went to a younger cousin. He's retired fairly recently from the O.P.P. He was first of all with Toronto, then he went to the Trenton area of Quinte, they were absorbed by the Provincial Police. I asked him what his thoughts were about Amherstburg, because he used to come here as a kid, and what questions he would ask if this were his community. He told me he finished his last 10 years with the O.P.P. and he was very well served by them. He told me that he thought the merger was very good for the officers who came out of that department. I will tell you that I did look and they did have serious management issues before the merger with the O.P.P. But, he did say he did not see it, nor did his neighbours, as being the best thing for the municipality. He still lives in Trenton. The loss of autonomy wasn't worth it for their community. They did save a few dollars, not something that was enough to make a dent in his pocket or his neighbour's pocket. The most interesting thing I heard from him was that their process seemed to be more transparent than this. Before they accepted a change of police service, they had bids from more than one service. They had bids from the City service, they had bids from the provincial police service. All were made public. Both services made their proposals to Open Council meetings, then there were input meetings. I know that this proposal, the idea that we are to look for proposals has been around for about 3 years, but this is the first proposal to change services and it's the only proposal to change services. It was received in October and Town Council wants to finish it off before the end of February. Is it too quick? I think so. Only one proposal and that was not made fully public before the vote will take place. Within the last couple of months, a much smaller police service in Sterling became part of the Ontario Provincial Police. They had multiple proposals made to them beginning in 1998. It took them almost 20 years of proposals from different services to decide what they were going to do. I don't know that we have to take 20 years, but I think that we're in a bit of a rush here from my perspective. There's an old adage "marry in haste, repent at leisure". I think we probably could apply this here. If we give away our self-contained police service in haste, with only one bid, without multiple bids, without full disclosure, without the opportunity for every citizen to participate, is doing that. Now, I appreciate very much your assurances that no decision has been made. I see it underlined up there. But, that is unfortunately not the perspective of a lot of citizens. I asked people that I know "are you

coming to this meeting tonight?" and the response I got from more than one person was "no, Town Council has already gone into this, their decision is made. They know what they're doing, they've already decided what they're going to do. What good would it do for me to go to the meeting?" I believe they're wrong or I wouldn't be up here tonight talking to you. But it's an election year people. Could we take a little time? Could we let the people of Amherstburg vote with their choices? Don't let's be too hasty. I'm not saying don't change, I'm really not saying that. I'm saying let's not be hasty, let's take some times, let's do some investigating, let's get more than one bid, let's make everything public, and only then, let's make a decision that's going to affect our children and our grandchildren for generations.

I apologize if that's what I said to you. I said you were quoted in the paper as saying that Windsor would save money doing this. And I don't understand how that would happen. I know that was a quote from the Windsor Star. Thanks for your proposal, thanks for everything that you're doing. I don't want to say anything negative about Windsor. I do want to say that I really believe that the Amherstburg Town Council should take a couple of steps back, take this a little more slowly than trying to complete it in 4 months. And, in an election year, make it an election platform. Find out what the people really want and what we're willing to pay for in terms of our cost-operation of the town we've chosen to live in. But thank you, I've gone over my time.

**Susan Monaghan – 250 King Street**

Actually, Mrs. Bondy has stolen my line because I was going to address my input to Council, the Mayor and Town Councillors, that gee, if it isn't broken why are you fixing it? Which is often a bit of advice given to people in positions of leadership. I'm a pensioner, I want Town Council to be thrifty and my annual taxes are \$2400 and I scrounge around to pay it. But honest to goodness, I don't find \$500,000 in one fiscal year, as a cost savings, really significant. Even granted that it would pan out to be an accurate figure. And our local police service will become part of a larger bureaucracy under this contract proposal. Even though the personnel will remain the same, we will become part of larger bureaucracy and so we will lose, in my humble opinion as a citizen, a certain amount of accountability. And that's all I have to say, thank you kindly.

**Frank DiPasquale – 98 Gore Street**

First, I'd like to thank everyone here for the hard work that's gone into this proposal and everyone here from the community that cares about Amherstburg. My concern is mainly, once this contract and our existing officers move on, will the future officers here in Amherstburg be dedicated to the community of Amherstburg, within its boundaries, all future officers? That's one concern. Also, we have fixed savings in the dispatching and fuel. Why not, can we not, save those sharings now, like why are we not allowed to save the gas and to save the dispatching cost now without the services joining? We shouldn't have to join forces to be able to have all the communities in the area to be able to save on those things. Those are my biggest concerns. And the last is, we have two members of Council that are in conflict of interest, from what I understand. And something that's so big, a decision to make, the full representation of the taxpayers of Amherstburg is not going to be covered because two Councillors can't vote and that's a big concern to me. Thank you.

But down the road, 10-15 years I'm saying, will the future officers, once our existing officers retire and move on, will those officers be dedicated within the boundaries of the Town of Amherstburg? That's clear in the proposal?

Thank you.

**Tom Mallor [?] – 368 Crownridge Blvd**

I've lived in the Town of Amherstburg for years; I've lived in Windsor. I love it out here. One thing that worries me is Amherstburg's identity. I have met a couple police officers; one on the street at 6:30 in the morning, it was okay. I like the small town feeling and atmosphere that Windsor doesn't have. Even being pulled over, the cop was so friendly; it made me want to pay my ticket. I go in the Legion parades, you see the Amherstburg cop cars there blocking traffic. The Amherstburg police badge, it's an identity. And I think most people here really don't want to lose that. I don't. My father was a fireman, so I know about the brotherhood. So I know police are a brotherhood too. I don't think, going back to the lady's comment about bomb squads and dog patrols and stuff, I think if Amherstburg police really needed that, all they had to do was pick up the phone, because the brotherhood comes into effect. Cause I've witnessed that with my dad and the fire department. So, I'd like to just say to Council, think about it, this seems like a really fast, snowballing proposal. And I would hate to see Amherstburg lose its identity and just get swallowed up by the big city. That's all. Thank you.

**George Kritiotis – 240 Golfview Drive**

My first question is for Mr. Mitchell, have you served as a member yourself in law enforcement?

Ok, well, unlike some other residents, I do come from outside of Amherstburg and I can tell you that contract policing with O.P.P. has never been accurate. I don't think your research in the study has been accurate. There are a lot of unknowns. I don't have 5 minutes to ask all the questions. The other question I had is the building will belong to Amherstburg. Now with most amalgamations or contract policing, the first thing that happens is there are changes at the building. Either the building will downsize, they'll move it; it sounds like that's another unknown. As far as the next question I have will be for Mayor DiCarlo.

Ok I guess I'll skip Mr. DiCarlo. My next question will be for Mr. Miceli. Where is Deputy Chief Chappell today? Since he's a former O.P.P. officer I think my next question would be what are his thoughts on an O.P.P. proposal?

Well I'm sure that he might have a connection or two to have one proposed since he's a former member.

Is there a document with the O.P.P. stating that they're not willing to propose one?

Is it here today?

Well I guess the question here is that, there is no way possible that the policing will be the same in Amherstburg. I think that it will never be, this is an important matter for Amherstburg, and I hope that there are as many people as there is here today for this meeting for the following meetings because it will never be the same way. There are lots ways to save money and there are lots of ways to make it more cost-effective. My next question would be, how much was this study that was done by Mr. Mitchell?

And how much was that?

I just honestly think that with 22,000 people you need a Chief, you need a Deputy Chief and there are so many reasons why, nothing against Mr. Frederick and Mr. Wilkins. Windsor and Amherstburg are night and day. I moved here 3 years ago. I think that we all know that the moral in policing in North America is down. We have a lot more things to work on in policing before we start branching out. I worked with the [redacted] (?) Department of Natural Defense and I know the brotherhood. And I know what happens as people start stepping over one other and there's a lot of in house fighting. And I think that there's got to be more research and investigation that needs to be done in order to amalgamate. I'm not saying it's a bad idea, I'm just saying it is a very fast plan.

Who is on the JPAC Committee?

Well it sounds like there's a very balanced agreement with everybody. It sounds like this JPAC Committee is really pushing for something, based on what I gather here.

Ok, I just think that it's only fair to have more than one proposal and I would like to hear what Mr. Deputy Chief Chappell would have to say in regards to a possibility of if O.P.P. is capable of putting a proposal and what his thoughts are on that. Are we allowed to let him answer that?

Well apparently there was a letter saying that they wouldn't participate.

I was also going to ask Mr. DiCarlo a question but he's stepped out.

Sounds good. Thank you.

#### **Shawn McKinnon – 139 Park Lane Circle**

First, I would like to preface by saying I have no doubt that Windsor Police will provide a fantastic policing. I've had experiences with Windsor, Amherstburg and several other police forces around the county. I truly believe the Amherstburg police force we have now is a fantastic group of officers that provide excellent policing to our community. Unfortunately, the comment or question that I wanted to make feels like I'm kind of beating this to death because a few people have already asked it in the last 10 minutes or more. But, I understand the process of costing. I understand that you guys put a package together and Windsor replied to it and gave you those costings. The O.P.P. presents costings based on a government package that they send out and over 300 communities in Ontario have responded to that package. I know that package didn't fit your model, the model of policing that the town decided for the Town of Amherstburg. And is that the reason why the O.P.P. did not provide a costing? Because the

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model you get from the O.P.P, they require "X", "Y" and "Z" and when you ask for "X", "Y", "B" and "A", they can't give you "B" and "A" because that's not part of the government package that's supplied to you. I understand costings across the county and I'm primarily interested in one, that the policing we have either remains the same or, if we are switching, that as a taxpayer, my taxes, are affected positively not negatively, in a sense that we have the best police force for the right amount of money for the right price.

And I understand that, it just seemed a little unfair that you have communities like Essex, Kingsville, Tecumseh, Lakeshore, Leamington, they were offered a package of policing, which was the same package, I'm assuming, that Amherstburg was offered, the same style of policing. But to ask a police force to change their model to fit your model and be able to provide accurate costing, I don't see how they could have done that.

Ok, and I understand that. I just wanted to make the point that over 300 communities in Ontario have the Ontario Provincial Police and they use that model. We chose not to use their model basically because we wanted a certain package, therefore, we've negated our ability to get a costing from the O.P.P. That's all I wanted.

I'll disagree with you because I work in those communities and I provide those services, and I meet with Mayors, Town Councils, Police Councils and maybe I'm not on the inside view of what people say in closed door meetings but I am subject to public meetings. I assure you that services that are provided to Essex, Kingsville, Leamington, Lakeshore, Tecumseh are above par and they are [redacted] the safest communities, including Amherstburg, safest communities in Essex County and the facts will show it. So, I'm just again, in no disrespect to the Windsor Police force, you guys are a fantastic police force and you do great work, but there are options. And I just think that we closed the door to more options than what we have. Thank you.

**Jennie Lajoie – 149 Pointe West Drive**

I just have a couple questions and I think John could answer them. Assuming that the Police Chief and the Deputy Chief are not picked up at the Windsor Police station, is there any liability to the Town of Amherstburg as far as post-retirement benefits?

And my other question is Windsor is assuming the post-retirement benefits between two to three million dollars right?

If at the end of the 5 year contract, you want to take a divorce, do those liabilities come back to Amherstburg or do they stay in Windsor?

Ok, my last question, can we keep our savvy little police cars?

Thank you.

**Larry Amlin – 351 Golfview**

I've been in Emergency Services for 38 years, I'm retired now. A question, on the Police Services Board, how did you come up with a one voting member, the Mayor, why wouldn't we have two voting members? How did you come up with that?

And he is a voting member?

Just a personal opinion, I think the proposal from Windsor Police is an excellent proposal. I see it, if the municipality takes it, I see it as the first step in Regional policing and I guarantee you that those other municipalities are watching this very closely, because I don't believe they are happy with the O.P.P. And I'm not O.P.P. bashing. I have relatives within the organization. What I'm saying is that I've had a number of incidents with the O.P.P. and they give you a contract, but then if something happens, they pile on all the extra costs. If you have a major incident, all the extra costs, and I've seen that happen. And yes, they police your area but where are they coming from? Are we going to have an officer from Leamington respond to a Priority 4, or whatever you call a priority call, in Amherstburg? And I know these police officers in Amherstburg have responded for the O.P.P. because of lack of coverage in the current municipalities that contract them. And ask any of them. So, I'm sorry, but that's the way it is. I know why they didn't, because they have a level of policing that they feel is sufficient for municipalities. And kudos to Amherstburg when they put the RFP and saying this is what we want, and if you don't want to take it, then see you later. And obviously they weren't going to let a little town tell them how to police Ontario. Thank you.

**Leo Meloche – 9602 Walker Road**

I've had a lot of dialogue with the Municipality of Essex because I'm involved in the Municipality of Essex and that individual told me, with respect to policing, O.P.P. policing, do not expect the same level of service. Sure there is a cost-saving that they realize, but he point blank said do not expect the same level of service. And I commend JPAC here for trying to maintain or improve the level of service that we're seeking here. Second point here, I, as a Councillor, have not made a decision on this matter, okay? And still have JPAC to come to Council and we're comfortable with that. No decision has been made. Thank you.

**Brenda Kokko-Pare – 175 Girard Street**

I'm pleased to hear, as I'm sure everyone else is, that there is savings involved. I did hear through the presentation some costs in regards to upgrading our equipment, is that involved on top of the savings? Is that going to be more of a cost to the taxpayer?

So, there's no surprising implementation costs to be questioned?

I did hear someone else speak at the podium in regards to as residents we have directed our Council to vote on this issue and there are some members who have conflict of interest. And are they law regarded conflicts of interest or is that a concern?

Thank you and thank you for your proposal.

**Ron Sutherland**

I am a former member of the Police Services Board in the early 90's before amalgamation. I was also the President of the Ontario Association of Police Services Board. Right when the Section 10 boards were all in mandate for [?](?) through the province of Ontario. From my meetings in Toronto at different times through all of this [?](?). That's not what my question is. We're not talking about the O.P.P. here. We're talking about Amherstburg's police force joining Windsor's. I believe what I've heard this evening is that a lot of people are saying that the residents of the Town of Amherstburg will have to pay for this. The other thing is I believe that this should be on the ballot for the next election. [?](?) I'm not going to give you my opinion right now, I will later on. I do believe that this... I commend Council and Administration and JPAC for their efforts and their work and Windsor's police, of course, for submitting their proposal, however, I think that there seems to be some urgency to get this done. If this is delayed any further than Council making a decision February 26<sup>th</sup> or 28<sup>th</sup>, will that change something? If it was moved to put into an election ballot at election time, would Windsor still be willing to do this should the ballot said "yes, we [?](?) or we want [?](?)?

You agree there is a window of opportunity to do that at that time should the Council decide to put it on the ballot for this election, we wouldn't be shut out at this point in time?

Thank you very much.

**Larry Amlin**

I have two follow-up questions. And one it's back to you Chief, as well as the Mayor, on the dispatching costs. Understanding that the technology is changing on the dispatching, when you upgrade the systems and all that, are all those costs in or are there extra costs accrued when you upgrade a system that comes back to the dispatching costs going forward of new equipment back into Amherstburg vehicles in this area?

You stated in the beginning of the RFP that there will be a Staff Sergeant out here, but now you've stated it would be a Senior Officer. So, I guess the next question is, based on, and there's any given time we can go in and talk to the Chief about an issue, the Deputy running the operations side of it, this officer, would that be any one at any given time or are you actually going to have someone out here that is dedicated, that will always report here?

So would that be an Inspector, an above rank now instead of Staff Sergeant?

Great. Thanks again for your time and coming out.

**Don Brown**

I would like to thank the Windsor Police for coming out, it's a very informative proposal. I thank you. I thank the committee as well. For the committee, I do have a question. Do you know if there's ever been

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a municipality that has left municipal policing and gone back to their municipal policing after not being satisfied? Has there even been a municipality that's done that?

On the item of savings, we spoke about a \$570,000 [§(?) over the term of the contract. Will the ratepayers actually see the savings on their tax bills?

And that's a Council decision Mr. Miceli?

I guess my next question would be directed to the Chief. You spoke of providing services such as emergency service units, bomb disposal units, drug squads, investigative squads, is there a separate billing per incident coming out or is that covered off in the proposal itself?

I just want to, if there's a homicide, and homicides are budget killers, there's no extra billing to the Town of Amherstburg?

Ok, so there's an overtime line built into the budget? And you're hoping that covers that?

When those units come out, say we need the tact team for a situation, are their radios going to work out here?

Ok, so would there be any additional costs to remedy it? So, the extra power and everything that is required is built in?

There will be added infrastructure that will, will Amherstburg switch to the Windsor system or is there a patch that...?

Thank you very much.

### **Shawn McCurdy**

I'm the President of the Amherstburg Police Association and I represent the 33 members of our police service, other than the Chief and the Deputy Chief. I guess the comment is more to the residents than anybody is. I just want to ensure that our members are going to continue to do their job on a daily basis and provide an excellent service to this community now and in the future, depending on what Council decides. It's been said many times here tonight Council has this decision, it's not our decision. I hope if there are any residents that want to talk to myself or any members of the Association, I can probably arrange that. I want to thank the Windsor Police Service for doing their due diligence and providing a great package. Regardless of what happens, I'm sure that our members are going to do what they've done on a daily basis and provide a great service. I do have a clarification though and maybe the Chief can answer this. As far as the Amherstburg police officers that remain in Amherstburg, you said promotion or discipline. I believe if I read it, it's if they opt to leave and go work in Windsor? Now the tenure, what happens if an officer goes to a position in a speciality service are they now gone from the community of Amherstburg if they go work in Windsor? Or are they able to, after that term is done, go back to the community that they originally served?

I wanted the community to be aware that if the officer left, and chose to work in a speciality unit, that he or she may not come back [redacted] (?)

**Tom Mallor**

I just have one comment. After hearing about the money we're going to save with the proposal, the 60 some dollars a household, and how many members of Council are voting on it? Four?

Five? Ok, so five members are going to vote and I'm going to save 60 dollars. I really believe this needs to be brought up. Don't shit the vote on this. Five people to vote for a savings of 60 dollars, I don't think that's fair in my books. I would like the town to have a shot at this, up or down, one way or the other. And if the Mayor of Windsor can keep the door open, then fine. I really think we need to vote on this. It's not a really big savings when you bury it down to 61 dollars a house.

## 2<sup>nd</sup> Public Consultation – Comments from the Public

### **Debbie Bezaire – 247 Crownridge Blvd**

Just my perspective on everything is, I was a 40 year health care provider and I was around when the hospitals were merging and the reason why I am bringing this up is similarities in this process and differences. And one difference is that we didn't have a choice about what was happening, and here we do. And you need to speak up, because this is our time to say how we feel. With my personal experience as a frontline worker, was it difficult? Extremely. Was the transition difficult in the beginning? It was horrible. You know, you're combining staff, but I don't know with the police service, I'm sure they have standards and policies and ethics that they have to follow, and if they don't follow it there's disciplinary actions that take place. And you have to be accountable for what you do. In my profession, what was happening around me had an effect on me, but I knew as a health care provider, what my beliefs and how I gave my care, didn't change. And the one thing that was difficult was that we were made all these promises in the beginning of all this money that was going to be saved. And lo and behold, 13 years down the road, they're out of money and frontline workers were affected. Lay-offs happened, category changes happened, and morale was terrible. As a taxpayer, that's what my fear is, is what is going to happen 13 or 10 years down the road. The savings that are being promised to us now, are they still going to be there in the future? And another question, I don't know if the police officers in Windsor and in Amherstburg have different Locals and how are you going to, come negotiating time or contract times, how is that going to be handled? And, also, another question I have, is when there's a change that is going to affect the frontline workers, is there a process in place now where there is committee's set up where they can have their voice and in the future, if this does happen, are these guys and women going to be able to have a say in some of the changes? Because, ultimately, it's going to affect them; it's going to affect their morale, it's going to affect, I don't care what anybody says, how you deliver your service. It's going to affect them and it's going to affect them hugely.

During that transition, would the frontline workers have a say in those policy changes? Or how would that come about?

Would they vote on those Chief? Would that be something that their Locals or their Unions would vote on?

### **Frank Cleminson – 41 Indiana Place**

I'm a former Chair of the Amherstburg Police Services Board and I have a few more questions. Going back to, once again, Chief, John, Mike, transparency, and I'm not seeing it in the RFP. What's concerning me is you've arrived at a number that we don't see how you got there. And when I say this, is all the years I was on the Amherstburg Police Service Board...Last night it was alluded to about gas. We put "x" amount of dollars away, I believe if I went back through my old budget, \$40,000, \$10,000 for tires, we had \$30,000 for maintenance on vehicles. We replaced 3 cruisers a year at \$120,000. We knew there was a wishlist for other things. We itemized everything and everyone could see that Town budget, that police budget, is the biggest one in the Town. And when you're the Chair you own it, so you got to

defend it. And that's what I'm back here asking. Somewhere along the line, and I need to get, the best way I can say this... There's 2-3 million dollars in savings, the Town is saving. Chief, it's coming to your side of the plate, and you're saving us \$599,000 a year. As I alluded to last night, you're the highest per capita in Canada at \$470, we're at \$270. Someone has to cover that cost, somewhere that cost has to be... As I alluded to last night, and I'll say it again, it feels like it is being subsidized or there's a re-tap coming later, that's the best way I can say it. And, everything you're talking about is after the fact if the vote is made, that you sit down then you start redesigning this RFP, an RFP that we haven't even seen to arrive at that \$590,000. So, I'm putting stuff back out there again I'm concerned about. The one other aspect, I do, and it can go to both Chiefs, because everyone's been concerned about this issue with the water, I brought it up, the policing of the water. But no one talked about it's really for inlet and I would really ask Chief Berthiaume, because I know this was coming forward just as you would get it. I think what we have with the resources, I think we can defend what is required for inlets stuff. We have a boat, we have the men, we have the equipment and that's the second part.

Last year, what was your total operating cost for the Windsor Police? Do you do a line-by-line or just a number based total if this occurs? I'm just going to throw out, 82 million last year, so you perceive with the 5 million that you would charge [..(?) less the \$599,000 that we're saving, you're going to go up to 87 million?

And, I'll put it back to John and Mike, is there any time we're going to see this RFP how they arrived at that on what the Chief has spoken about? Because when you get an RFP, there's a time you open them up and everyone sees who won on a road construction job, how they arrived there, I'm just wondering.

You're making a decision that, there's no departments go back, and you alluded to that 23% of the Town's budget is police. I went out of my way to be a part of that Board, other than to make a difference and be accountable. And that's why I'm back here and if you find it challenging, I spent 11.5 years there and I enjoyed every aspect of it. We brought in a lot of great officers, I saw some new Chiefs come in, we had officers from bigger departments choose to come back here and be a part of their community. And it's passion to me. And if that's what you're upset about, I'm fine with it, cause at the end, I want the answers I know I can get right now. Because when the decision's done on the 26<sup>th</sup> of February you're starting to make up all the other stuff. I just know when I walked around town from 2004 to 2015, when someone said "why do we have the car?", I could defend it. And that's why I'm asking you all these questions. And that's why I'm here.

**Chad Barrette – 123 Hyde Park**

I think there's a lot of fear of the unknown with this proposal. Do you have any costing for, it looks like 5 years is good, what about 10, 15, 20? Do you have a costing of that? Because if there's a costing of what's going to happen with this new budget or the new proposal 20 years down the line, that's a long time and if you've got guarantees, I think that would take a lot of the fear of the unknown there. And another aside is, do you have any stories or anecdotes of other communities that have gone through this process before and have found success? Like another small town, what has their experience been? What are they finding? Real life stories. Tell us.

**January 18, 2018**

So would you be willing to make an RFP for the 10 year?

And obviously you would want to be transparent and not reduce staff, nobody would go for that.

**Chris Gibb – 299 Stone Ridge**

Tim, this is for you. If we don't go with this proposal, what would you say would be the cost facing Amherstburg if we stayed with Amherstburg police?

Up until now, the people in Amherstburg, in community groups and volunteer groups, and this is for you Chief Frederick, we've had access to the Chief, the Deputy Chief, we've had access to the Police Services Board if we wanted to bring up local issues or if we had things locally that we wanted to address. What can you do to commit to us that the Staff Sergeant that's going to be in charge in Amherstburg is going to be able to be approached, to be able to make whatever decisions they can? Can you commit to us that that will be something you will be able to work on?

Excellent. Thank you.

**Kevin Sprague – 8441 North Sideroad**

Some of the questions and comments that I wrote out this afternoon, I think you already addressed. I have serious concerns as a taxpayer in Amherstburg that we could possibly lose our current cost-effective, efficient, professional and hardworking police force that makes Amherstburg one of the safest communities in Canada. I do not support the Windsor Police Service taking over my policing to save \$567,000 a year and quite frankly, I have not spoken to too many people in Amherstburg, that are residents, that support this move. I understand that the town must be fiscally responsible and appreciate the work that went in to providing the residents with an alternative, but I strongly suggest that saving \$567,000 a year is not worth fixing what isn't broken and receiving a service in return that is an unknown and may very well turn into be less of a service than we have now. If the town really wants to engage in the residents and get feedback, make this as an election issue. Let the residents vote on this issue later in this year's municipal election. We currently have 2 Council members who have declared a conflict of interest and will not even be voting on this proposal. What could possibly be one of the most important issues our town has ever faced should not be decided by a few Council members. If everyone on Council can't vote, that is a serious and detrimental issue. We're hearing that nothing is going to change; that Amherstburg will keep the same officers it has now. This is not going to be the case and our town will be policed like big city policing and it will completely change. And I say that because after time, many of our highly trained and skilled officers will simply transfer to higher paying positions and promotions that Windsor will be able to offer. More money, and a higher paying position, a short drive down the road, will gobble up many of our officers and they will be replaced with unknown officers. I have called the police in Amherstburg over the years for many reasons. My house being broken into, suspicious vehicles on the rural road I live on, vehicles in the ditch in front of my house and people trying to sell me stolen televisions. When I called the police for assistance, to say they respond quickly is an understatement, and I don't want to risk losing this service. I've had to call the Windsor Police Service several times over the years for similar issues and more often than not, the dispatcher

tells you that the officers are extremely busy with a backlog of calls and you end up waiting hours if it is not a high priority call. I hope this is not going to be the case and I heard from you earlier tonight, but I kind of see the writing on the wall. We see it with our ambulance service. Windsor is extremely busy with a backlog of calls, there's lot going on there. Someone makes a quick call to Amherstburg, down here to our station, to send up an officer to the city to for their shift to help with the backlog. I also keep hearing that if Amherstburg is not happy with the service that Windsor provides, the town will just simply go back to its own police force. We all know that this will never happen. It would cost significant amounts of money to switch back at the snap of someone's fingers. How many times in Ontario has a police force been taken over and then switched back because of poor service? You would know more than me but I am not aware of any instances where this happened in other jurisdictions, because simply it would be too costly. Complaints about poor service will be very little once the switch is made and there will be no going back. I'm not prepared as a taxpayer to make significant changes that will have unknown consequences for the sake of what, in reality, is a small amount of money. If the town wants to save some money, save it by putting something else on the chopping block and don't mess with our police services that operate just fine. The taxpayers will not see any savings, our taxes will not be reduced, we will not receive rebates, just like we didn't see any when Amherstburg, Anderdon and Malden merged together. The savings will be simply spent in other places. Also, is there a guarantee what the contract will look like after 5 years? Can subsequent contracts be significantly higher than the one being proposed now? Or is this going to look like our Liberal government who privatized and sold our publically owned hydro, which amounts to short term gain for long term pain? That is going to cost our kids and families dearly down the road. Myself, my family and friends in Amherstburg do not support the Windsor Police Department doing our policing, with all due respect. The Town of LaSalle made the right choice, and we need to make the same one as well. Thank you.

This is a 5 year contract, it may be for 10 or longer. But, I think in Amherstburg, we know what the cost of policing is going to be 5, 10, 20 years from now, generally. Is it going to cost more? Yes, there's inflation and gas goes up and you have to replace things, but we generally know what that amount is going to be. What is going to prevent 15, 20, 25 years from now a significant increase when we know we're not ever going to be able to go back to the old Town of Amherstburg police force, because it's going to cost too much money? I guess, has it happened anywhere else.

What's to stop, years down the road if this contract is signed by Windsor, what's to stop them from saying "you know what, screw Amherstburg a little bit here, let's bump it up a bit"?

Have any police forces in the province, has that ever happened and have they ever went back to the old way? Because what I hear is it would cost too much money and you're handcuffed.

And the other comment I just want to reiterate and stress...I mean most of the officers we have in Amherstburg, they grew up here, not all of them, but most of them or they're generally from the area. And I know we keep hearing they're going to be able to stay here, but the reality is we're going to lose a lot of them. They're going to go to Windsor and take higher paying positions, money talks. They're going to have promotions and we're going to lose them and we're going to be replaced with others.

Ok, I don't come to too many of these public consultation meetings for any reason, but I thought it was important for me to come and I just want to say that I'm not in support of it for that amount of money.

Thank you.

**Len Paquette – 39 Texas Road**

Mr. Frederick, why are you doing this? You're doing this to make money. You're not coming to Amherstburg, I don't believe, for the good of your health, because you guys all look pretty healthy up there. You're not coming here for the good of your health to help us out. You're coming here, at the end of the day, to make money. He's shaking his head no. I would disagree, because the bottom line is you're going to help save us money, because you guys want to help us save money? No. You guys want to come here, do a good job, no one is saying anything about how good of a job you're going to do, but at the end of the day you're going to make money off the town. If this doesn't work out in 5 years, our start-up costs will be astronomical. We'll have no cruisers, we'll have no equipment, whatever equipment Mr. Miceli talked about will come back to us, it will be used equipment. And you know used equipment ain't worth nothing. So our start-up costs in 5 years or 10 years when we say "we no longer like what you guys are doing", we'll not be able to start up again. I talked to a lot of people in Essex, where the O.P.P. took over. A lot of residents are not happy with the way the O.P.P. polices, but guess what, their hands are tied. They can't do anything because there's nobody else around that wants it. Why didn't the O.P.P. come in and match you? They don't want it. You guys are coming here, and I appreciate what you're trying to do, is make money. You've already spent a lot of money on all these proposals. You're sitting here, I'm sure you're all getting paid and that's where I have a problem. Just like this gentlemen just said. If I get into a fender bender in Amherstburg, I got 2 policemen coming up, checking on us, they're there. I get into a fender bender in Windsor, go to the Accident Reporting Centre, it's not large enough, we don't have the resources. I go sit in the Accident Reporting Centre for hours and hours. I don't have to do that in Amherstburg. And, also, on your contracts, you have contracts with your officers. And I know the fire department, I'm not sure about your police department, you could help me out on this question. The fire department in Windsor sometimes is 2 and 3 years behind, is that not correct? Because I got family working in that fire department and what happens then is they get a lump sum cheque because they can't go on strike because they're an essential frontline. They can't go on strike. So when then the contract comes up, you settle the contract, it's a year after. It's a year after the contract should have been settled and then you've got to pay a retro-active. We don't need that in Amherstburg. We've got good guys and they're all sitting right there. They're good guys and I knew this guy from this tall. Didn't I? This guy has come through the ranks and as far as I'm concerned, you guys are great guys, but he's better and so are these guys. So that's a comment, no questions, that's my opinion. And I grew up, born and raised in McGregor and I've been an Amherstburg resident for 33 years. I've been involved with lots of stuff. I'm a Board member here. And you know what, you guys are great, doing a great job. Mr. Miceli, you're a great guy but try not to talk us into something we don't want.

I understand that, but sometimes they're 3 years behind. Is that not true? Three years behind. My brother-in-law gets a \$55,000 cheque because for 3 years he never got his raise. He laughs. He says it's

money in the bank. That should not happen when you have a collective agreement. And Windsor's kind of got a history on doing that.

Has that always been a pattern or just this last time?

I understand Mr. Frederick, but why does it have to go to arbitration? You know what I mean? Because, we have a working relationship with these guys and our Town and our Town Council and we get it done here. We get it done on time and guess what? Everybody lives happily ever after.

No, it's not all the same. I'm sorry to disagree with you, Sir, but it's not all the same. When you say it's all the same and because it's an essential service they're not allowed to strike. You could turn it around and run it for one year, 2 years, whatever, it's not the same. Retro-active pay is not the same as contract. I worked in automotive for almost 40 years. Guess what, we would go on strike. These guys can't go on strike.

Mr. Frederick, I agree with what you say, until you say "we're not trying to make money". You said "we're not trying to make money", I heard you say it. I agree with everything until you say "we're not trying to make money". You're not doing this for the good of your health. But anyway, thank you for your answer. Mr. Miceli, as a homeowner, how much am I going to save per year by going to the Windsor Police? Put me a dollar value on that.

So you're talking \$61.00 per household per year? That's not worth it to me. Please put them in the report because I've dealt with a lot of these gentlemen over here and these guys are personal. They'll come up to you at Tim Horton's and buy you a coffee. And I'm not saying a Windsor police guy wouldn't do that. You know, as a long term resident, that means a lot to me.

I said you're a very nice guy, but please don't try to sell us something we don't want, those were my exact words.

And probably, one last comment, and I see Councillors in here and that's good. But I think, this is my personal opinion, and only my personal opinion, the last Council we've had over the last 10 or 12 years, there's been a lot of mistrusting. And a lot of things have happened in this town that have put a lot of people on shaky ground where there's not a lot of trust. The Council we have now is much, much better and that's what happens because we've lost trust over the years, and nobody can change that. But all of a sudden now, when you start throwing a big thing like this like going to different police, everybody looks at you guys and says "we don't trust you". And that's only my personal opinion, and that's all I feel. Not that you aren't doing your job, but the past is the past, but it's still not forgotten by a lot of people, me included.

**Chris Drew – 3984 3<sup>rd</sup> Concession N**

This is not for the Windsor Police Department, I have high regards for you people, but I consider this a slap in the face to Amherstburg Police Department and the men and women in that department. I'm going to throw a couple of numbers out here. The population of Amherstburg is 21,963 and the police

budget is \$5,888,015 and that's for 2018. I compared that with some of the other communities in Ontario that have their own police departments. And one in particular that I looked at was Brockville, which has a population of 22,000, which just is a few hundred people more than what Amherstburg does. Their budget is \$7,215,731. So we're in the ballpark, with very lower costs for the same population basically and they also have 40 officers compared to our 30. Another thing that I looked at, savings are \$567,000, I took it at \$600,000. I divided it by the population of the Town of Amherstburg, that comes out to \$27.32 in savings. That is also reduced when you look at the business section. So where is the big savings? Everything that the Windsor Police Department is saying they can supply and specialized stuff is also already available to the Amherstburg Police Services. All they've got to do is call "Star O.P.P.". It's mandated by the province that the O.P.P.'s have to supply it. Whether it's a canine unit, a helicopter, an airplane, or something that Windsor does not have, is their underwater search and rescue and recovery team. That's the comments I have and if anybody wants the facts and figures, they're right here.

**Ian Chappell**

I have a quick question for you John, I've heard last night at the meeting and again tonight, I keep hearing about putting it on the ballot. If the public wanted to do that, what's the drop dead date they have to do that by? There must be a date and a procedure, what is that?

And who would you make me enquire through to do that procedure?

The second question is for Chief Frederick. I saw the power point last night and we go back and there's a cost-savings, it says "elimination of post-retirement liability \$2.8-3.9 million". So, that's taking it off the town I take it? So who takes that bill? So the taxpayers in Windsor have to pay that bill? Ok, just wanted to clear that up. Thank you.

**Leo Meloche – 9602 Walker Road**

Chief, you made a comment yesterday about, you have something like 40 police officers on your staff that live in Amherstburg area?

So, there's opportunities, as well, for those officers, as officers in Amherstburg can go upward into the Windsor Police, that as well if these Windsor police officers wanted a position in Amherstburg, that would be available?

Thank you.

**Don Brown**

Lifetime resident of the Town of Amherstburg and 25.5 year member of the service. Chief Frederick, question about the rank structure. You said we're going to have a Senior Command Staff, would that also follow your rank structure where you have a Senior Command Staff like an Inspector and then a Staff Sergeant?

Thank you. If the Chief chooses not to take the Senior Command Staff in Amherstburg, and the understand from the proposal is the Chief and the Deputy Chief will not remain in Amherstburg. Will they be offered positions in Windsor? And is that cost absorbed by the Windsor Police, as well, or is that on the Amherstburg ratepayers?

I guess my last comment is more of a comment than a question because I know the answer. But I think what a lot of people are not seeing is that by going to this proposal that Windsor has offered we'll be giving up our Chief and our Police Service Board. And the Chief, as Chief Berthiaume does and Chief Frederick does, is the Captain of the ship. They're the ones who steer the direction of the service. And I think the public is not seeing that as clearly that we'll be giving up the Chief and the Board and be giving up the Captain of the ship. So I just wanted to make that point aware to the public. With the proposal, we'll have one voting member on the Board and that's one of 7? One of 5. Whereas now, our Board is made up of the Mayor, a member from Council, 2 town appointees and 2 provincial appointees. It's your Board, as opposed to a one-fifth vote on the Board. Just points I would like to make.

Thank you Chief.

**John Bob (?) – Balaclava Street**

If we enter into this agreement, and after 4 years we see it's not practical, that can be Windsor or Amherstburg, how long is the notice provision for the town or Windsor, so that we can have time to prepare for a new Chief, Deputy Chief so that the police system can go on? And do we still keep the same officers?

**Shawn McCurdy – non-resident**

I'm the President of the Amherstburg Police Association. Before I make some comments, I do have a couple questions, Chief Frederick. Currently right now in the Town of Amherstburg, we have minimums of 3 officers, and at times, our 2 staff is 5. So the concern we may have is that when we do have those 5 officers on our team structure, will you be pulling officers if needed to subsidize some of Windsor if you get short-handed there?

I know you made some comments last night that you would like to see Amherstburg function, currently the way it does, that when they get short with sick time and stuff like that, right now we may use overtime or we may use additional officers in our special services to cover patrol. Because, actually, patrol is the crux of everything.

Second is just a comment that I want to make to the citizens of Amherstburg. I can tell you that I represent the 33 members of our Association and during the process, I'm going to tell you that, we're going to continue to provide the service that we provide. It's very difficult on the officers, this has been very stressful for all of us. You can imagine our executive who's been dealing with this left, right and centre. There are contract issues, personnel issues and etcetera. But I wanted to ensure the citizens that you're going to receive the same service you get and have been getting. So, I want to thank Windsor for their proposal. And I also sit on the committee, John forgot to mention that I was a member.

January 25, 2018

### 3<sup>rd</sup> Public Consultation – Comments from the Public

#### **Ross Scott – resident**

Mr. Mayor, I assume for us being here, that you and members of Council, have some issue with the present police department to get us to this point. If that is so, you people are the only ones who know about it. I, myself, am quite satisfied with the Amherstburg Police Department. As a matter of fact, I'm proud to say I taught many of them. They are good people and I have all kinds of confidence that they can carry on their duties in this beautiful town of Amherstburg for a long time. So, please, Mr. Mayor, will you inform us as to how we got to this position, other than the fact that you said there a few disgruntled people, maybe, during the last election that would get us to this point?

Chief Frederick, why do you want to take over the Town of Amherstburg? Why do you want to have a contract with us? Other than the fact that we know we're doing very well here by ourselves.

Have our own police services, Chief, all these officers, have they ever been given an opportunity to address the cost and how, as a group, you can come together, and bring the costs down to where they are reasonable? Or they're reasonable now as far as I'm concerned, but you're saying "we're going to save this, we're going to save this". Have they ever been given the opportunity to show you that they could save?

Thank you and just one last thing. I think this whole process is ludicrous. The police that we have right now are doing a fine job, as far as I'm concerned, and I'm sure, given the chance, they will continue to do so at the most cost-effective way possible. I thank you Windsor for your submission. I have no problems with Windsor, but Amherstburg can do a fine job. And the Chief, and everybody else concerned, can also do the job when it really counts.

#### **Denise Bondy – 66 Richmond Street**

At the first meeting, we were told that the annual savings for the town would be something like \$560,000. Sounded like a big amount to me because I'm a pensioner, then a speaker stood up and said he calculated that to about \$60 per household per year. That's \$5 per Amherstburg household per month. What can you spend \$5 on in a month in Amherstburg? Maybe a piece of pie and a cup of coffee at a local restaurant, at Ure's across the street or at Maria's or at Spec's. We can get a couple ice cream cones in the nice weather. That's per month in the Town of Amherstburg. I don't think it's a big savings. Which one of our local restaurants would we give up for \$5 a month? Which one of our parks would we give up for \$5 a month? The Malden Sports Complex? The Navy Yard Park? I don't know. I wasn't prepared to give up any of them at a cost-savings of \$5 a month. And then I remembered that Mr. Miceli said that his recommendation would be that any savings be put into a special fund and reserved until the end of the 5 year contract in case the Town decided they didn't want to do this anymore. Ok, so there really isn't any \$5 savings a month for you and for me. And now there's a \$900,000 start-up cost. So I think we're going in the hole. One other thing that came to mind was the personal assurances. Now, I went to that first meeting and Chief Frederick was there and Mayor Dilkens was there and they gave

their personal assurances that the concerns of Amherstburg will be addressed. And I believe them. I believe they are men of honour and I take them at their word. My problem is that if the Town Council votes on this in February, and it takes place initially for a 5 year period starting a year from now in January 2019, that happens after the municipal elections. Mayor Dilkens may not be there. Mayor DiCarlo may not be there either, I don't know, politics is funny business. For sure, within a couple of months of this proposal start date, Chief Frederick will retire. He's already announced that. We have no way of knowing who his successor will be and what direction Windsor Police Services will take after his administration has ended. While I appreciate his personal assurances that the needs of the officers here, that the needs of the community here, will be addressed, we have no guarantee once he retires that anything other than the letter of the agreement will be adhered to. Which brings me to the point I wanted to reiterate, the issue of whether or not to keep the Amherstburg Police Services as it is, or have it contracted out to Windsor, is simply too important to be made in haste and by less than a full Council. I understand conflict of interest, I do. I implore the town Council members who are here and any who aren't here to let the people of Amherstburg vote their choice. Hold on to this proposal. If it's for a 5 year term, it surely will be good in 6 months or 9 months. Hold on to it until we have a municipal election. Let the people who are running for election say what they stand for. Let the people of Amherstburg make this decision by their vote. I respectfully submit that. One other little tiny thing, little bit of a history lesson. I brought a picture tonight. See this? This picture was taken in 1963, 35 years ago. 35 years ago Amherstburg had a police dog, Windsor didn't have canine services until the mid-70's. You know why we had a police dog? We had a police dog because at the time the police service was so small that there was never any more coverage than one officer on at night with the cages in the cruisers separating the officers from anyone they had to arrest. This dog was donated to the town, he didn't cost the town anything except an annual vet check and a few bags of kibble. He rode the cruiser every night. If an officer on duty had to arrest, nobody argued with a German Shepard that size. That's my father in the picture; he was a big man with a big head. Anyway, just taking you on this trip down memory lane just to point out that the Amherstburg Police Service has a history of providing what the town needs when the town needs it. It was decided that, "Rex" by the way was his name for those of you who don't remember, it was decided when "Rex" became ill, he had cancer, he had to retire, he had to be put down. It was decided that the budget came up and they had enough money to hire 2 more officers and they didn't need a dog anymore and we've never needed a dog since. Any more than we need a S.W.A.T team or a bunch of other special services that we really haven't had a need for. So I'm telling you from my heart, let's take our time, let's hold it people. Let's hold the line, let's make it an election issue, let's, respectfully, ask Windsor to hold their very excellent proposal until after the municipal election. Let's revisit it then. Accountability.

**Judy Carter – George Street**

I don't have any particular reason to be suspicious or paranoid about the police services proposal for future service. And I must say, I have no particular reason to doubt that the Amherstburg Police, as it currently exists, does anything other than an excellent job and I'm not concerned about that continuing. What I am concerned about as a taxpayer, is my tax dollars. Where they're going, what they're doing and the efficient use of them, because I'm retired and I don't have a money tree in the backyard, as

much as I do have some nice trees. So, I'm concerned with my tax dollars and the best use of them. And I appreciate the opportunity to come and listen to the proposal and what I did see, which appeals to me, is all the columns where there was opportunity for enhancement of the services that are currently here, not just maintaining the status quo, but, for my dollar, getting more services for the same dollar. The enhancement column that was there, I'm supporting that. I support the proposal to include the Windsor Police Services. I know there are more than just me that do and I hope that you hear from more than just me. I don't have any particular questions to offer, I just wanted the Mayor and other people to know, that I do support this proposal, because of all the enhancements that I think would provide the town, including things like forensics, the canine dog, the victim services, there were many things, I don't remember them all in the list. But, those are the things that I think we get more bang for our buck as the saying goes because of this proposal. I don't need to wait until the municipal election to have more time to think about it and get more people on Council that support. I'm happy with saying now that I support this proposal and I thank the Chief and the current police force for what they do. I haven't had too many encounters with you or the police force for any particular reason. What encounters I've had have been satisfactory to my opinion, but I'm not out to trash the current police force. What I'm out to get, as I said, is more bang for my buck, and I think this is a good proposal both for the current police force and for Windsor and for their residents. Thank you for the opportunity.

**Dan Ouellette**

Chief Frederick, my main concern here is our safety. For 73 years I've felt very secure with our police force in Amherstburg [..(?)]. Another thing I want to ask is, this savings, is this under the current contract of the Windsor Police? Or when the contract comes up are we going to be shovved that, you know ...

I just want to say I'm very happy with the police force we do have. Thank you.

**Jan Ouellette**

I'm very happy with the police services we have. I just have a few questions after listening to you. You have all these speciality services in Windsor, will our police officers have the option of competing for those positions while still being a part of the Amherstburg police force, so they can bring back to our community all the specialty forces that you have in Windsor?

Thank you.

**Nancy Atkinson**

I have a couple of questions with regards to this big savings. First of all my question is, who will be responsible for the purchase and the upkeep of the Amherstburg police vehicle fleet? Who is responsible for the ownership, the maintenance, the liability insurance and the insurance on the police building?

Thank you. My question then is, why do you see the reserves [..(?)] and managed by the Amherstburg police force as something you can dispose of throughout the Town of Amherstburg in other ways? What

happens if this doesn't happen? What happens if 2 years down the road we say "no, we don't like this, we don't want it, contract over"? Where's the Amherstburg police reserve? Who is going to pick up the cost for a new contract agreement, a new Police Chief, a new Assistant Police Chief, and everything that goes with the reversal? Through my way of thinking, that \$386,000 is not yours to use in other areas of Amherstburg and therefore, is not a savings in this situation. It should remain there, for the Amherstburg Police Department, should this not work.

Ok, one last question, to either, you have indicated that there is a \$917,000 start-up cost to make a switch, would it be wrong, because I don't like to assume, would it be wrong to think then that if we do the exit clause, for whatever reason, that there's going to substantial costs involved again?

And don't forget, that's only \$60 per household. The other thing I appreciate, and I thank you for your answers, but I am going to say, I like the Amherstburg police force, I've liked them all my life of living and I do not see or foresee that we might need a bomb squad to come in here or a S.W.A.T. team. I may be wrong, I do hope things are definitely changing; however, I think Amherstburg does a fine job of keeping us safe and we should stay with them. Thank you.

**Marco Simone**

I just have a few questions. Regarding the cost, surrounding the Amherstburg Police Service, that was mentioned, is the money received from grants and special events and all that stuff included in that cost to run?

So if you include the revenues then the cost goes down?

So to run it would be \$5.4 million?

And if we switch over to the Windsor Police Services we lose that money?

With services, we already have access to all of the specialized services, training, etc., I'm not sure how it gets enhanced if we already have access to it and then if we switch over to the Windsor Police Service, there was mention of if we use these services there's a rate. Does that mean we have to pay money to access these services?

And you said there's a possibility of a canine unit on every platoon, does that mean there will be a canine unit in Amherstburg?

Will the current Amherstburg police officers need to sign the current bargaining agreement that the Windsor police officers signed? Or is it a separate bargaining agreement?

So how can you guarantee that the police officers won't be moved early or bumped by someone with a higher seniority in Windsor?

So a Windsor police officer with more seniority can't say "I want to go to Amherstburg"?

What happens if Windsor breaks the contract, like if their policies change? Is there something in place that can control that?

So, there will be something in place, that if they don't meet one of those points, is there a financial [?]

That's all the questions for now; I just wanted to confirm that you got value for money with what we're, with what the operating cost is, for being the safest community, one of the safest communities in Canada. I'm pretty sure that's a pretty safe answer to say "yes, it is a [?] point". So, that was pretty obvious when... I'm willing to pay \$60 a year for this service if it's one of the safest communities in Canada.

**Anne Pental [?] – George Street**

I appreciate all the work that you have done to look at all of the components in this agreement or proposal that you have. I'm really impressed that you're looking to keep the same number of people on board that we have. Having lived in the area and seeing a lot of communities go to O.P.P., what I notice when I drive through those communities is how often you see fewer police services on street and you see cars at the bay but they're just not visible. So, I really appreciate that factor. I appreciate the fact that the Council is interested and concerned about the budget. Not too long ago we had a whole lot of bad press because of all the debt we've owed, and we still owe it, but people are working hard on bringing that down. And I appreciate that, as well. I don't feel the need to have to vote publically on this. We've got a good head, we're trying to figure out how to save money and have an option for it and we're all in favour of good policing, the same way we've had it. And we expect the same from you. I'm impressed with the tactical services that we'll get with the savings. I support the proposal and thank the police for doing what they're doing right now and what they'll continue to do.

**Marilyn Morrison – 126 Woodland Lane**

I have a couple of comments and questions. My first question, or comment, when you're talking about the Police Services Board and the Mayor being the person on it, I think you need to include the Mayor or their designate, because having been a Mayor for 11 years in a municipality, I know that sometimes things go your way and you can't be there. And I think it will be extremely important for the Town of Amherstburg to make sure they have a body that knows what's going on and cares about the community sitting in that position. So, if Mayor DiCarlo couldn't make it, then it would be nice to... So, I think you need that in the wording perhaps when it gets approved by the civilian board, you won't be able to have a designate, if you don't have that in there. And if you want it to be a Council member designate, you can put that in or if you think someone from the public would be a good designate, you can have them. So, I think you need to cover that. Coming from the Region of Peel in the Greater Toronto Area, I know that with paramedics service, the municipality that I was in was the rural municipality of Caledon and the paramedics service was, of course, Peel Regional, and therefore when something big happened in Mississauga or Brampton, they pulled all of the resources out of our municipality into Brampton or Mississauga. And we were lucky, we had one paramedic or two for a whole 720 square kilometres. So, I used to complain about it and say "if you have a heart attack, you're

going to be an organ donor". So I would like some assurances that if this does go through that you would not be pulling the resources from Amherstburg to cover some huge incident that's happening in Windsor.

I'm really, really interested in communication. I know in our municipality we were extremely, as a community, as the people in the community, involved. And, we had citizens on patrol in high risk areas, we had a Board of Justice for young people who committed, not major crimes, but small crime and as the Mayor of the municipality I used to go to some of the **specialists (?)** on the Board of Justice, representing the people of my municipality, when there had been vandalism or graffiti or something like that and it was wonderful to look them in the eye and tell them "what they had done in or community and how we feel because of it". And some of these little boys would start crying. I was also one of the founders of Road Watch and took it across the province to many police services and had the experience of dealing with Windsor Police back in the late 90's. And I guess I can say I hope it has changed, because I know the ladies who had called me and I ran to Windsor numerous times to help them. I found it very frustrating because the attitude of the police in those days was "we're the police, we don't need the community involved". And Road Watch was very, very successful in many of the municipalities that I was in. So, I would like to think there would be a lot of community programs that we would be able to expand, if you have those programs. If you don't, and it remains with Amherstburg Police, I would love to see some of these programs initiated in Amherstburg and I would be more than willing to get involved, I'm always looking for something to do.

That's wonderful, because if you get your community involved and get them to take responsibility and care about it. The other thing I will say...As far as other police services not wanting to bid on your RFP, I have been told that it was so very specific that it eliminated some others and I'll leave it at that.

#### **Mark Pillon – Front Road South**

I was trying to go through these figures to understand precisely where the savings were coming from and it's a little difficult to determine based on the information that's been on the internet **[...?]**. It's summarized nicely but precisely how you get to those numbers is a little difficult to understand so I was hoping you might entertain some math. I heard that the police budget for last year was about \$5 million and it looks like salaries are about \$4.8 million, is that a correct statement?

\$3.5 million? Ok. And it seems like some of the big savings are going to be associated with post-retirement benefits or we won't have that liability anymore and there's at least one line that says, and of course it's an estimate because nobody knows what that liability is going to be, but it's estimated to be between 2.8 and 3.9 million dollars. And it doesn't say if that's over, if that's a one year savings or if that savings is over the life of that liability. Can you extrapolate on exactly what that means?

But liability is over a period of time. How long is that?

What are the differences between post-retirement benefits that the Town of Amherstburg offers versus the City of Windsor? What can the officers expect? Will they remain the same? Will they be different? Can you extrapolate?

So the City of Windsor is willing to take on \$2.9 million liability for this contract?

And at the end of the contract the employees will still be yours.

Ok, well that's very generous of the taxpayers of Windsor.

Well some of our officers have been in the force for I don't know how long, 20+ years I imagine, so if they go to the City of Windsor and within the 5 years retire, do they get their full post-retirement benefit?

So those 20 years still sit with the Town of Amherstburg and we'll still hold that liability.

I guess it depends on the length of their career here. Whether we save that \$2.8 million or not is really dependent on whether they choose this...these police officers don't have to take this position if they choose. If we disband the Town of Amherstburg's police, they choose not take the position, that's up to them right? In which case we'll still have potential liability and we also may potentially have a severance issue which I think was an assumption made in the paper, which I don't think is accurate. If they choose not take the position, the Town of Amherstburg is going to have to choose to do something with them, correct?

Ok, so \$5.9 million, \$3.5 million is salaries. Are the salaries essentially the same?

So there's no savings to be had through salaries? \$3.5 million is going to get paid whether it's in Amherstburg or Windsor.

But we're going to augment that with a new Sergeant so we're really only losing one position.

Thank you for that, because none of that was included in any of the documentation.

Can you explain how much of the savings comes from salaries, roughly?

Ok, thank you.

**George Kritiotis – 240 Golfview**

My first question is for Chief Berthiaume, who polices Amherstburg better than you and the current officers?

My next question is for Mr. Mitchell, I wanted to know what your current bill is with the Town of Amherstburg and what you estimate it will cost?

Do you not find it, this is a rough time of the year, January, February, to have these meetings and also is this something that's common since your last, I know you've been involved in a lot of possible contracts with other services across Ontario; do you feel that it's normal that Town Council is not present here today or any other meetings?

After these public meetings, typically, how long does it take before a decision is made based on the average of the other dozens of consultations that you provided? Because, I understand as an election year, and after a certain time frame, I believe 6 months before October, nothing like this can be decided. Is that correct?

What do you mean by prompt? Because police service should still ... (?) and I think that sometimes after a lot of the public meetings it's between 4 and 6 months. Is that correct?

My next question is for Mr. Frederick, there is some grants that are provided by the government in regards to policing...Based on grants from the government, I mean as the Provincial Court Service grants, the RIDE grant and the Joint Court Services has that actually been broken down and ... (?) ?

The next question is for Chief Berthiaume, currently how much money/grants from the government does the Town of Amherstburg get? And are we going to continue getting those grants or is that going to go to Windsor?

So you're unaware if that's going to be going to Windsor or if that's going to be staying in Amherstburg, those grants?

Ok, so that's part of the unknowns that that Town of Amherstburg is probably going to be questioning because I don't think that's ever been brought up as far as I'm concerned and that salaries and ...

I think that when you say apples to apples, I understand, but I don't get how it's basically, virtually, impossible that you can guarantee that the government will continue to give you the exact same grant to one service for 2 services. And, I also think that part of your answer is why I feel like you're selling it. I really do, because part of the reason that this has been brought up is due to a Deloitte and Touche report and the Town of Amherstburg police is 23% of an expense. So what you're telling me as a Treasurer, there is nothing else that you could have looked at prior to, you know, why did it come to this point? Are you saying there's nothing else that could have been trimmed or looked at differently?

The next question I have here, body cameras. I'm going to be honest with you, when I first decided to move to Amherstburg, one of the first thing my dad said was be careful of the Windsor Police Service and I have to say that when I went out on Ouellette Avenue on the first weekend we were here, I did see something that I didn't agree with and I hate to bring it up in a public forum. I did try to intervene and I think I was told in a very Windsor way to mind my own business. How come you're not going to adopt the body cameras? And I honestly think that, I know it takes away from some areas of pro-active policing, I don't know everybody's rank up there, but I will say it is a tough city to police; it is a border city, but is there a reason why you haven't adopted the body cameras?

My next question here, Chief Frederick, I guess I could disagree here because we can't really go on 39 complaints because those are usually done by the OIPRD, right? And the majority of complaints never go that route, they never do. The majority of people that I believe have experience never follow the process. They usually get discouraged, including myself. That night I felt I probably should have but it wasn't my style. But I will say that that is something due to pilot projects in other municipalities

Amherstburg has adopted that and I'd like to know if Chief Berthiaume agrees with the body worn cameras for the Town of Amherstburg?

My next question then Chief Berthiaume is will the cameras continue to be used in Amherstburg?

Well yes. From what I'm understand is that Chief Frederick is against it [body worn cameras].

Thank you.

**Mary Brownlie – 126 States**

My question, George spoke a lot, but his question about on body cameras is not only his important, it is hugely important to me as well, and I think that was really skipped over. That was really skipped over and that is an important thing. It really is. It saves, it protects the police officers, it also protects the citizens and I think that is something that is very important to the small community of Amherstburg. He also said something about signing this RFP. You had all those check marks on the list of yes, yes, yes, yes, yes, there was no check mark that said "body cameras – no". There's also something else that I also think is also missing, Police Services Board. Right now we have a Police Services Board with a number of people who brainstorm and argue and hash out the specific problems of Amherstburg police. And that is a bunch of brains working together to figure out stuff for Amherstburg issues. Now, we would have one person on the Police Services Board. And Aldo can be very persuasive; however, he's only one person and one vote. So we are losing an autonomous Police Services Board, as well. That would be in my opinion, a huge "no" check mark that wasn't on there in the sales pitch of this RFP. The other thing I just want to say is, contracts are just words. If they aren't upheld you have to go through all sorts of things if the contract is not upheld and right now we have something working very, very well in our community. I have so much respect for all the things you guys are pertaining to us but a contract is just words and you are retiring, we don't have the same gentleman working on the Board, it can change. Right now we know what works. One of the words that was used here is this is the ...(? 1:57:23). And the big thing about this is cost savings which is very important to us as taxpayers, but not something that is as important as our police service. That is not the number one thing that we look at. The thing I also want to ask is, I want to state, I think this community owes our men and women who have served us so well, safest community, the support that they have. I think what they want need to be highly, highly looked at in this process. From what I understand, they do not want this process to go through. So, I think that this community owes the people who have served us every day, put their lives on the line for us every day, need to be listened to.

**Paul Hertel – 555 Dalhousie Street**

Comments are attached.

**Tracey Matte – 119 Meadows Lane**

What I don't want to come out of this is "Windsor, you know, bad, bad, we don't want you". We are very comfortable with what we have and I don't think it is a significant amount of savings to go through

all this. You have spent, since I believe this was brought up, you said it was an election issue last time, I think in your proposal and your documents up there, it said from December 2014. We are in January 2018. You have spent a tremendous amount of time to go over and make sure all your "T's" are crossed and your "I's" are dotted. But, unfortunately, we have 4 meetings where us as a town or the residents of the town, get to hear what you've spent 3 years on. And from tonight to when this document, the Council votes on, is 4 weeks. I think as residents and taxpayers of Amherstburg we deserve more time to get in touch, whether now that all the information is out I couldn't make the other meetings, but we have Councillors that are here that I have no problem picking up the phone. There have been many other reasons that I've picked up the phone before, this is a much bigger reason than any of those. The savings just isn't enough to make us want to switch from what we have, where we are the safest community, we can say that over and over again. It has a lot do with the police officers that we have. I understand we're keeping them, but I want to hear from the police officers that are going to have to trade. This is not like going to an arena and going "oh they don't have Coke, they have Pepsi". We know we keep our police force, we're going to, but is it the same for the officers who are going to be protecting our community. That's one of the things. Other than the cost-savings, if we're going to start contracting things out, there are other things to look at. 23% of the budget for the town, it's a good 23% spent. That's my opinion.

**Reg Sprague – 509 Ridgeview Place South**

I just want to know why Councillors are being forced to declare, but they can't vote on this?

So, you agree that they should not be able to vote?

Then I have to ask the Mayor, does he feel they should be declared not to be able to vote on this issue?

One of them was a former police officer and one has a son-in-law that is police so because of their association with police they're not allowed to talk. But yet, how many of your committee are involved with the police and are going to be able to push this forward, to recommend acceptance of it or to recommend rejection of it that have affiliation with the police. Isn't one from the Police Board, isn't one a police officer. Aren't you on the Police Board? How is this fair that they're not allowed to talk because of their affiliation with the police, but yet 5 of the people that are going to recommend acceptance or rejection are affiliated with police?

Now the Chief's talked about "regionalized", that scares me. We've got a provincial election coming up in June. We all know what the Wynn government has been doing, with the possibility of the Conservative coming in, we know Conservatives the last time they were in, they forced amalgamation. This time they're going to force regionalization, the Chief's going to be in his glory, the Windsor Mayor's going to be in their glory. Windsor gets Amherstburg. They're going to force regionalization on us and you're going to open the door and put us one step closer if we allow our police force to become part of Windsor.

## 4<sup>th</sup> Public Consultation – Comments from the Public

### **Kurt Holm-Anderson**

Comments are attached.

### **John Bondy ~ 145 Park Lane Circle**

My first concern is with the JPAC's presentation. I appreciate all the hard work you guys have put in. I'm just a little concerned why not one of the slides mentioned anything about the negatives to this proposal. I don't know about everyone here, but my thoughts are that every important decision there's negatives and positives. When I talk to someone about buying a home, we talk about a home is bigger or smaller, one has a garage, one does not. My concerns are, why wasn't there anything brought up about the importance of losing our Chief of Police, the important of losing our Deputy, and probably most concerning is losing our Police Services Board. They do the...they vote on different things and they do the budgeting, they talk about direction of where the Town's going with their policing. I think that's a big thing that no one has talked about. I respectfully disagree, I went to the first meeting we had in the town hall and I notice this presentation was a little different. The first one I thought I heard that the service would stay the same, I tend to believe that it will not. I think with losing these 3 things that we now have, we're going to lose a level of service. And maybe a more credible way of presenting this would be if you said "hey listen, this is what we have to gain, this is what we have to lose. What do you, as residents, think?" That's probably what I would have said. The other concern I have is with the possibility, now I know things have been said and things will stay the same, maybe it could even get better. However, there is a possibility of us losing the designation of being one of the safest communities in Canada. Me, as a real estate agent, and I notice there are a few other agents here, I wonder how that's played in their business by promoting Amherstburg as a place to live, a place to bring their family, a place to grow up. For the last 8 years, the stats that I have is that Amherstburg has been in the top 10 of all of Canada. In fact, 4 out of the 8 years, we've been number one. To say that we may not have that again, and there's even a small possibility, I don't think it's worth it in my opinion. In my opinion, I think this is a huge decision that us as taxpayers and voters, I feel that we should have all 7 people vote, and if we can't then this is maybe something we should put on an election and each candidate says how they believe, our vote for them will also be our vote for what direction we're going. I also would like to commend Windsor. I think this is a very in-depth proposal, I think it's got a lot of good things going for it. I will also commend the JPAC committee for their facts and figures. I really do believe you guys have done your homework and you've done a lot of studies. I just think if it would have been presented a little differently, there would be more credibility in my opinion. I've been told for \$61 a year, average savings to the average household, in my opinion I don't think it's enough savings to lose what we have for sure as opposed to what we could possibly have in the future. If go to Windsor we lose the ability of being able to keep our costs under control. In my opinion, I really like the idea that we can keep the Amherstburg police and keep the cost down. We can keep our budgets in check, when we go to Windsor that will be off the table. There will be nothing to hold our costs down and in 5 years, who knows what the cost will be. Could be the same, could be lower, it's possible. I'm just happy with what

we have. My opinions changed 2 years ago. I really didn't care very much about it. I was talking this morning and I said "you know, having the police is kind of like the furnace in your house. You just assume they're always going to be there. You just always assume it's going to work. And you don't think about it". A little over 2 years ago, somebody broke into my garage. And I was confronting the gentleman and I chased him out, chased him down the street, he hopped the fence, he took off. So I'm walking back to my house and I'm thinking, you know, I had a really weird, uneasy feeling and I kind of felt a little violated. So I said "you know, should I call the police, should I get anybody involved, they're probably just going to dismiss it". Well I decided to call. I was kind of hopped up and it was a little late in the evening and I said "I'm going to give them a call. See what it does". I gave a description, not 15 minutes later I get a call saying they caught the guy. I said "you've got to be kidding me. 15 minutes, you caught the guy." They said "yes, somebody went around. They caught him and asked me if I'd come down give a statement" and I said "yes, absolutely." So I can't tell you the feelings I had from being so low to being brought back up again. And my thoughts were "these guys are overpaid bums and what are we doing paying their big salaries" and I tell you after that happens to you on your own property, you get that feeling that "wow, I take it all back". You guys are awesome. You just made me feel a lot safer.

My thoughts are from my perspective of being a real estate agent, from people coming in, my age group and the length I've lived in this town, Mayor, Council members, please keep our services the way they are. I just don't think it's worth the savings. Thank you.

**Frank Cleminson – 41 Indiana Place**

You know what I've been about and I'm going to start off with the transparency issue. For the people who weren't at the meetings at the town hall and at the Knights, my concern, and it still is my concern, about how you arrived at those savings. I've been in discussions with budgets and I just still reiterate, if you arrive at that number you should be able to put it up there and explain the number. My other thing is understand the inherent cost of is the \$2.9-3 million in benefits. Those officers, if they go over, you assume that cost and to me that means your Windsor taxpayers also, indirectly, you don't like the word subsidize, but I'm just saying, there's costs that are somehow getting arrived at or getting pushed through that needs to understand that, at the end of the day, we know what our costs are here, you're assuming these costs and no one keeps understanding the amount of that cost, that's coming off the books. And, I still haven't questioned the savings. At the end of the day, one more question and then I'm just going to let you guys speak. The last part, if you hear the hands clap, I'd like to see how many people put their hands up just to say "keep the Amherstburg police" and that's what we want right? We just want to keep them. Anyways, at the end of the day, it's near and dear to me, I just still have an issue with the savings that's been discussed.

I've got the public document. It's what you said, the trade secrets on arriving at the total cost of this five hundred and something thousand dollar savings. Chief just said \$250,000, Wednesday it was \$300,000 and how you arrived to get that annual savings. That's the document I want to see up there, how you got to the number. And that's where we agree to disagree.

And our budgets, when we were Amherstburg police, which we still are, our budgets, we didn't just bring a number to Council. The Chief beside us, itemized everything so we could defend that budget, defend that 23% cost, the highest budget in the town. And that's why we want to keep it. So that it's in-house, we can always review it, look at ways of saving. Thanks very much.

**Marc Pillon – 889 Front Road South**

I was present at the last public meeting and I did speak at that meeting and I had several questions regarding budgets and I just want to add my name to list of those who think the transparency on this particular issue is less than adequate for our purposes. I understand what the descriptions are for the lack of full transparency, but I just don't agree that that is necessary for this type of decision that needs to be made here today. I still have questions about the post-retirement benefits. I heard the Chief of Windsor speak about how he's going to benefit from these officers that come on to his force and the post-retirement benefits are part of that deal, but in the case of Amherstburg where the contract states very specifically these officers, and how many officers are we talking about? And all 31 of those are going to be dedicated to the Town of Amherstburg when the contract is signed? Explain please.

Ok, so 29 are going to be dedicated to Amherstburg.

Ok, so all hours of these 29 remaining officers will be spent in the Town of Amherstburg. And how does the City of Windsor benefit from that?

So included in your contract pricing must be allowing for the post-retirement benefits for the period of that contract. For the period of the contract, the 5 years we're talking about, the post-retirement benefits, for that period of time, must be included in the contract. Is that true?

Should the officers not go back, what would happen?

So the liability for these 5 years, where the City of Windsor did not benefit from the service of these employees, the City of Windsor taxpayer will be picking up the tab, pay the cheque or the bill, for the post-retirement benefits for these individuals.

I'm not questioning that, I think from the Town of Amherstburg's perspective it's a great deal. What I'm saying is ... It's leading me to my next comment. I think what this is more about is, this is not even really about whether we should contract the police or not, this is about what defines a community. What makes a community? Why do we have police services? Why do we pay our own police? Why do we pay our own fire? Why do we pay our own public works? I mean, in the 21<sup>st</sup> century we could outsource all of this out to Windsor or the province for that matter and have everything come out of a central depot. We wouldn't need to have a Town Council, we wouldn't need to have any of these buildings, it could all come out of some central depot and really there's no need to have, however many towns there are in the province of Ontario. Where we're at is, this is a community, we have a unique identity and the police is the heart of what makes Amherstburg, Amherstburg. And this is a referendum on whether or not we want to remain a unique identifiable town. And I think that's not being clear here.

Ownership and control and direction of our own future. Where do we want to go? With one member on the Board of Windsor police, is far cried of any kind of influence that would be required to exert what we want. How am I going, how are we going to say, when there's a conflict between what Windsor wants and what Amherstburg wants, who is going to win that conflict?

It's no different than your own position. We vote for Councillors, we do. Who decide on who to hire for your position. And if we don't like what you're doing, we can go talk to Council and decide "hey, we don't like this". What's not being identified here is, you know a lot of assumptions are being made about whether staff are going to stay, are going to go, are going to retire, not retire, who will be responsible for what.

And outside, after the 5 year contract, there are a lot of unknowns.

And what I'm suggesting is, I don't know how you can take the best force, the most effective force in the province, in the safest community, and make it that much better, for 10% of savings. It doesn't equate, it doesn't add up. So, I think what we're trying to tell you, and I know you mentioned it at the beginning that this is not supposed to be emotional, but these are opinions of the people here. And I hope all of our public representatives are here, I don't know which ones aren't here, but I hope they're all here and they see the crowd that's here and it is emotional because this is our community and we get to decide what to do. And I know you're doing your job, you've been asked by an outside auditor "go check on these funds, go do research, find out what needs to be done to save some money". You've done your job. We appreciate it. We thank you for submitting a proposal City of Windsor. We're saying "this is not what we want". Thank you.

**Sarah Gibb – 299 Stone Ridge Avenue**

I feel this issue is too important to let my own fears and inhibitions hold me back, so as I compromise to myself I'm going to read this statement that I've prepared. I was in attendance at the McGregor meeting about the topic of the Windsor police proposal. I was able to listen and have my questions answered. There have been a few things that have been brought up that I personally have found concerning. But first is the idea that this issue should go to a public ballot. In my humble opinion, it should not, and here is why I think this. First, we live in a representative democracy, where we elect people to make decisions on our behalf. When we voted, we decided who we trust to make decisions for us in a full informed way. Council is elected to make the decisions, the big ones and the small ones. Some of their decisions may be supported and applauded, others may not be and receive criticism and objection. My personal fear is if this should go to a referendum is that people will vote without informing themselves at all. I think people may vote with their heart rather than an informed, rationalized decision. We elected 7 people, 5 of whom will be following through with their duties to us to make an informed, educated decision on our behalf. That takes into account the best interest of the Town of Amherstburg and its residents as a whole. In general, people are of the nature of fearing and resisting change. There is a ton of misinformation, innuendo and rumour all over the internet about this policing issue. The people with access to all of the confidential information are in the best position to make a decision for us, the people, the taxpayers. Often, one reason for maintaining the status quo is that it is familiar to us and we

know what to expect. Would people vote for the status quo simply just because? I think so, at least for the most part. Therefore, I firmly believe that our elected representatives are the best and only option to make this decision for us. On that note, I would like to thank Mayor DiCarlo, and Councillors Courtney, Fryer, Meloche and Lavigne for stepping up to the plate, doing their job and voting on this issue in a way they think best responds to the needs of the people of Amherstburg as a whole. I have truly spent a lot of time reflecting on this issue. My opinion is a soft "yes" for the Windsor police proposal and here's why. It's not the money, the savings is negligible in my opinion, but there are savings nonetheless. However, with my support comes one big condition for Council. The savings and the money from the police reserve must absolutely only go into reserves. No surprise giveaways to anyone who comes knocking and asking for money; reserves only. I say this because, if, after 5 years this contract truly does not work out, although I truly think it will, it does give us the option to return to where we are now, a Plan B, so to speak. Also, no one seems to be talking about this, if we maintain the status quo, there is no guarantee that costs will not increase just to maintain what we currently have. Cost increases mean tax increases. Many residents have been very displeased about the tax increases the last 4 years. I think it's important to realize that even if the savings aren't true, as some seems to believe, increases are practically guaranteed should things remain the same. I hope the people that want to keep things as is are willing to happily take a tax increase in the future. I also feel that Amherstburg, in general, has missed out on many opportunities for change or advancement due to our need to keep things the same and what some perceive as small town thinking. I feel that this Windsor police proposal is a viable option and is truly an opportunity for Amherstburg. I also think that eventually the provincial government may impose policing amalgamations on municipalities. It seems to be the direction of most things these days, hospitals, school boards, towns, businesses have been amalgamating or having contracts for years now. Many have been imposed. It seems to be the way of the world. Shared resources, less of an us versus them attitude, universities working together with research grants, for example, and this provides enhanced communication and results. We have the chance, right now, to enter into a contract that meets our criteria. I also think that, if this works out, that other surrounding communities may decide to join us eventually and costs could be shared among a larger group. I feel sad to see our local force go, in a sense of nostalgia I suppose. I've lived in Amherstburg all of my life, it's the only home I've ever known. But I must look to the future and not dwell on the past. There won't be job losses and I look at the positives for the officers who may want bigger opportunities and advancement opportunities. Those who wish to stay, can, and continue to serve us in the same exemplary fashion that they have been. I have to trust that the information being provided by the JPAC, the CAO and the 2 Police Chiefs is factual and correct. I see no reason why they would lie or misrepresent this to us as residents. Do I think this proposal is perfect? No, but it's pretty good. Do I fee empathy for our police department and the officers? Absolutely. This is a stressful time for all those involved directly in this issue. I, as well as several family members, have experienced similar situations of amalgamations or renewed contracts. The feelings of fear, uncertainty, stress and division were very real and very difficult. Rather than focus on the negative and scary aspects of change we should embrace this as an opportunity of growth. I am choosing to embrace the change, being open to the opportunities while embracing the positive and negative aspects of the change. There are a few

negatives to this, without a doubt, which is why I feel a soft “yes” is the right move at this time. I choose to see this as an opportunity for our town and our police officers. And that’s my opinion. Thank you.

**Tim Atkinson – 39 North Street**

You've heard a lot of things from people who have lived here all their lives; we've only lived here since 2009. In a prior life, I was the Programs Director of the Correctional System in New Hampshire. I was in the PhD Criminology program at the University of Pennsylvania, worked with the Pennsylvania Probation Parole with violent offenders, so I've been around this a lot. I've been to all 4 meetings. I think the process has been as good as it can be and better than most. I think I've seen a democratic process emerge in this town over an issue that is personal and people have talked. We didn't see that before this. You went to Anderdon, you went to Malden, you went here because you remember what happened years ago with the amalgamation, so you tried to do your duty. I won't question the RFP or anything else. I just, I have a question at the end, but I just want to make some observations with what the literature sort of says about what happens. Policing is a local issue, that's why it creates emotions. There's been a little empirical evidence out there to support the view that regional policing is a superior model to local policing. Policing, daily, in the same community, may lead ... There's some evidence that suggests that on the grounds of both efficiency and effectiveness small police services are actually more successful in dealing with crime and managing operational costs than enlarged, regional services. There's also some evidence to suggest that increases in organizational size, we have a dysfunctional effect on effectiveness and efficiency. So, when you increase the size, you increase the bureaucracy, you decrease the meeting with people and the structure becomes more bureaucratized and so people at the top don't know what people at the bottom at times. That's been shown. The economies of scale, there have been studies that have suggested that cost per household for municipalities for police services are minimized when serving a population of 50,000. Once you get over 100,000 the economies of scale, there's diseconomies of scale, as the Chief has said before, because they put in more specialized services. Another subtle loss, if we go with this, may be that the quaint, local knowledge that comes from policing daily in the same community, it may lead to a less personalized and not locally controlled police force. Now when you say that the RFP tried to control for that and you did the best you could, but you can't control for movement. So the research shows that movement of police in a community like ours, when they're given opportunities, they may go to Windsor, you know, spend 3 to 5 years in the terrorism task force and then they'll stay and they won't come back. We don't know who will come back here. But that's what happens in amalgamations, it could happen in this contract because, we should, we open the door to that. So, we sign this contract, things will not be the same. They may be better, they may not. You can't look in the future and say that. We don't know that. Why do communities get rid of their police departments? What they say is there are 2 things: organizational atrophy, which means there is some corruption, there's misconduct, there's performance within the police force. The other thing is environmental entropy, that's the reason that most police forces actually amalgamate or take contracts and that's because a big company closes, their tax base shuts down, they are stressed by what they have to pay. And 3 years ago we were that way. But, because of the Council and the Administration we're much less stressed today. This is a savings and Council wanted this done 3 years ago and they're coming up with it now. So, as other people have said, is it enough savings? I don't know.

So these 2 factors aren't really talking about our police force. As Windsor says, we have a great police force. People have said, can we make it better? Maybe. Maybe we could make it worse. We can't sit here and say things will be better. Does that mean we shouldn't try change? Because, you know, change could make things better, it could make things worse. I'm not sure. So, I think it's good to look at these issues ...

Ok, the one question I have then, is for Mayor Dilkens probably, because you have to talk to the taxpayers, is it possible that if Windsor becomes a regional police service, Amherstburg's the first one to join and others join, that will actually lower the per capita cost of policing in Windsor because you're going to spread out special forces with other communities.

The one thing about looking at the literature on this, is there is very little literature to inform about what happens after an amalgamation or what happens after contract like this. They've never gone back and asked townspeople what they feel like. There's not a lot out there showing what types of crime actually have gone up or gone down. Of course, in the last decade, we've seen crime go down over all areas. Maybe one of the things that would help if the Council decides to do this contract is we do our own evaluation and keep the numbers ourselves. So, I guess I'm a weak "no" at this point, it's not the right time. But maybe in the future it is.

**Michael Prue – 386 Crystal Bay Drive**

The Mayor and Council have a very difficult decision here. But I have to say, when I was looking at all of those charts, it seems very clear to me on the one side that there's a cost savings of half a million dollars and on the other side there's every concern that is in this room. And, really, that's what it is. You are looking at can you save a half million dollars and can you do it over the possible exceptions of the people in this room. Now I know that you're weighing cost benefit analysis versus emotion, but before I came to Amherstburg, as most of you know, I was a politician for 26 years. I was the last Mayor East York during the brutal amalgamation. I was a member of the Toronto City Council when we tried to piece everything together and keep the services going, which was nearly impossible. And I was a member of provincial parliament for 13 years in the Legislature of Ontario, in part where I was the Municipal Affairs critic. And I watched the 444 municipalities struggling in exactly the same way that the struggle is taking place here today. I will tell you, as a politician of some 26 years, if you're going to err on one side or the other, forget the money, because, it is always easier to vote with your heart than with your mind. Always. And I'll say that to the Mayor and Council members who are here. Now I did hear that only 5 of the Council members are going to be voting because 2 have a conflict. I do not think for a moment one should say anything bad about those people who have a conflict of interest. I did hear a couple of comments that they should be stepping up. How can you step up when you are in conflict with the law of the province of Ontario, that you could be removed from office, that you could be fined, and that you could go to jail? The law is very clear. If you have a conflict, you must declare it. And so, for those 2 members, I fully understand what's happening. Now Oscar Wilde said a long time ago, and I used to like to quote this in the Legislature, especially looking at Conservatives on the other side, "they understand the cost of everything and the value of nothing." And I'm saying we understand the cost here, we understand half a million dollars, but the value to the people of this town in terms of their police force goes far beyond

those dollars. I go back to what happened, and I know it was an amalgamation and not a contracting out, this is a contracting out, it's just a little unusual because usually a contracting out is to a private firm who says they can do it for less. This is a contracting out to a municipality who says they can do it for less. This is very common in the United States, but not so common here. But the reality is, we don't know what's going to happen and I heard people, I know, I heard all the same arguments during amalgamation in Toronto. Deloitte and Touche, my goodness, they said we were going to save tens of millions of dollars with amalgamation. Do you know it costs more today, it costs way more in the City of Toronto. They said we were going to have less staff, do you know there are more staff today in the City of Toronto. They said the wages were going to drift down in order to find the common ground, in fact, the wage drift went up everywhere. And it ended up that everybody, and the police officers may like this, I don't know the differentiation between the wages in Windsor and Amherstburg, but if the Windsor one is higher, they're going higher. Ok, so, we come down to this. To me, the fundamental problem with this is that the town will lose control. Now the control may be vested in only one person on one small board, but the Police Services Board is absolutely essential to every town that exercises it because the Police Services Board is the community statement on where the police should be going, whether that's community-based policing, whether it's collecting statistics as Toronto had statistics based on race, it was the Police Service Board that finally told the police what to do. If we have only one member, and that member being the Mayor, on the Windsor Police Board, I do not think that the opinions of the people of this town, will be given the same weight as they are today. It is just impossible. Will we be ignored? Maybe not. Depends on how forceful the Mayor is, or the Mayor's designate in the future. It may not always be Mr. DiCarlo, it will be whoever it is. Now, we also have the whole thing about community policing. Community policing is the most effective way. It's having kids understand that the policeman is their friend. It's having them play basketball with them. It's having them deal with them one-on-one. It's having them come and say "you can't break into the BelleVue tonight, because you can't do this anymore". It's having the police be part of our community. If that's taken away, will there be cars on the street? Yes. Will there be all these other things? Yes. Will it be the same? No. And I take myself back again to Toronto, in the brutal years after amalgamation and it wasn't the police, it was the fire. Everybody said "the fire's coming to be fine, we're all going to have fire". Did we have fire? Yes. East York went from 5 stations down to 3. We went from 8 fire trucks down to 4. We went from a 5 minutes response time to 9. And all of those things happened. Did we have fire? Sure we did. Was it as good? No it was not. And the reality is, that's what this Council's going to have to weigh. Is it worth the half a million dollars? The town has a right to exist. They're one of 444 towns in this entire province. People move here because they believe in this place. I moved here because I thought that this place was enormous. I still do. Whether the police end up in Windsor or not, I still think this place is enormous. But, in the end, it is the town and the people of this town that make the town. They should have what they want. They are willing to pay for it, they should have it. If they want to save money, then please save them the money. If they want to keep their police, please let them keep their police, because it is their town and it is what they're going to pass onto their children, hopefully, who stay here. And we, in Amherstburg, should be very proud. And I thank Mr. Miceli, and I thank the Council for bringing this forward. It's a very healthy debate to have, but, in the end, it belongs to the people. Thank you.

Len Paquette – 39 Texas Road

First question, our police hall, Town is going to maintain it, correct? We're going to pay the utilities, correct? We're going to pay the janitorial, correct? Windsor's going to use it as they see fit, correct? To deliver the service? Why didn't we lease it to them? Why are we paying utilities for Windsor police when at the end of the day, they're making money off us? They should be leasing that building from us, paying the utilities, paying the janitorial. At the end of the day, that's our building. We should not be subsidizing Windsor police. They want to come in here and make money off us, lease the building from us. That's number one. Go ahead.

You're using the number \$61.00 per household per year savings. That works out to \$0.17 a day to keep our police force. \$0.17 a day. You put it over 5 years it five hundred and some thousand, you put it over so many years it's 2 million. If you break it down, its \$0.17 a day. Now I'd like to see that one up there with the JPAC, the one with the yes's and the no's, the recommendations. I have a problem with the way you're making your presentation. And another thing I will say to these people behind me. I'm at this arena every weekend. I talk to a lot of people that come from out of town, that come here to play hockey, they ask me "how's this town?" I say "it's a great town, it's a great place to raise a family. We got good services, we got good people. And the people around us are all good people and we'll stick up for each other." That's what I tell them. Guess what? Several of those people ended up moving here. So the JPAC committee turns around and asks Windsor "can we have this?" "yes", "can we have this?" "yes", "can we have this?". There's not one in the no column, John. There's not one in the no column because you asked all the wrong questions. You only asked the questions that they would say yes to. You did not ask enough questions, you did not ask the right questions, because if you would have asked the right questions, you would have had a whole bunch of "no's". It looks to me like Windsor is giving us the farm. Windsor's not giving us the farm, but it looks like it because of the way you presented it. I have a problem with your presentation.

But those are all specialty things you knew you were going to get a "yes". The JPAC committee knew it was going to be a yes before they even asked the question. Show me a "no". There isn't one "no".

I feel you guys might have did a good job, but you're sugar coating it. If I take a plate, I go in my front yard, pick up dog crap, bring it in the house, put it in mashed potatoes and vegetables and everything, guess what? At the end of the day, it's still dog crap. Even though you make it look really good.

I'm going to say one more thing. There are people from Windsor doing a great job running our Fire Department right now at the top of our Fire Department. Guess what? We'll give Windsor our police. Guess what? The Fire Department is next, then the Public Works. And it makes it easy for you guys to expropriate us because you're controlling all our services. Thank you very much.

**George Kritiotis – 240 Golfview**

I also wanted to add that I've lived here now for approximately 4 years and I must add that this is not only the safest community, but also the safest police service. And the police service is equipped with body cameras, less lethal shot guns and C8's, which are a military style rifle which are in every single

cruiser. As far as the specialty units, Chief Berthiaume, when was the last time the Ontario Provincial Police sent you a bill for specialty units?

The other question here, Sir, is I want to have a question here for Mr. Mayor DiCarlo, hope you're feeling well also. The question here is, who polices the Town of Amherstburg better than Chief Berthiaume, Deputy Chief Ian Chappell and the officers that are currently here?

My next question is, is that, last meeting Chief Frederick, you had indicated that you don't believe in body cameras and studies ... Yes, but you also said that there's been project pilots and that they've been proven that they're not as effective.

Ok, my next question, you know it's the cold hard facts and we're going to be transparent here, you had said that you had hired some experienced officers, which, you have adopted their retirement and so forth. How many officers have you had fired in the last 5 years? And, currently, how many civil suits are against the Windsor Police Service?

Ok, but how many officers have been fired and how many current lawsuits? Maybe Mr. Dilkens can answer this question. How many lawsuits are currently against the Windsor Police Service?

And I understand it's a tough job, it's a tough city. What I'm trying to say is that, policing in Windsor is a lot different than LaSalle and Amherstburg. Is that correct?

You guys are going from call to call, you don't rely on any specialty services from anywhere else. You guys are a fit unit there. You guys do a great job policing the City of Windsor.

Ok, the next question I have is ... I have question for you too, Mr. Miceli. The next question, Mr. Dilkens, and I know that your table is not going to be happy with me, could you answer to me how many current lawsuits does the Windsor Police Service have against the City of Windsor?

Is it more than one?

I understand that you have nothing to hide, Sir, but what I'm trying to tell you is, is that, you understand that the Town of Amherstburg, we don't have those similar problems. That's how different the service is. The service model, the mission statement, it is different. Do you guys use non-lethal shot guns in the City of Windsor? You guys don't use body cameras in the City of Windsor? And that's what I'm trying to tell you. Here, in the Town of Amherstburg, we have that. And we have unlimited O.P.P. services in specialty.

But you also said that Ottawa, Carlton and GTA amalgamated and that it was a good idea. I can tell you right now ... but you said that you studied them. Do you think it was a good idea that they amalgamated?

Some services. You guys are so careful to answer these questions, it's alarming. And you're sugar coating. Is there anybody here that agrees that Amherstburg police should amalgamate with Windsor? Thank you.

They're leaning in that direction, Sir. Stick with Windsor, that's what you know.

Mr. Miceli, I think that it's also a conflict of interest that you worked for Windsor, you're the Chair of the committee of the JPAC and you've been selling this damn thing over and over. I'm tired of it. You sugar coated it. We can fund our own canine unit.

**Lori Bratt – 3508 Creek Road**

I'm here to express my support for the retention of the Amherstburg Police Services. In the last 40 years, our municipality formerly Amherstburg, Anderdon and Malden has gone through a lot to evolve into the municipality of Amherstburg. There was annexation that saw both areas of Anderdon and Malden become part of the town. And a number of years later, amalgamation, which brought our 3 communities together. These unions are not always easy and we have not been without our growing pains.

Acknowledging the differences within our municipality between the agricultural and urban sectors has been a balancing act, but a necessary one in becoming one community. An example of that community mindedness is our Amherstburg Police Force; its leadership and the officers who serve. Our police force has a presence in our community, we are confident in their ability to protect and serve, but also as part of our community, we see them volunteering, we see them at municipal events, we see them at local charity raising causes, we see them at our schools. From day one of amalgamation, they have worked to earn our respect, and provide a good municipal service to our community. With respect to the stated savings of contracting a different police force, I prefer to pay for what I know has worked and will continue working under the Amherstburg leadership. Sometimes saving money comes with a different cost. We have worked hard to maintain our identity, it's not something we wish to lose. And I thank the committee for this opportunity. Thanks.

**Don Brown**

I'm a lifetime resident of Amherstburg and a 26 year member of the service, of the Amherstburg police service. I have a couple comments. At the last meeting, Chief Frederick gave us some insight as to where some of the savings would be coming from. The Chief stated that the Windsor Police Service would be paying for one of the Sergeant's positions in Amherstburg and one of the secretarial positions in Amherstburg, but those 2 people would be doing work for the Windsor Police Service out of Amherstburg. Those 2 salaries, including benefits, total somewhere around the mark \$250,000 mark, depending on which Sergeant's job and which secretarial positions were being referred to. That works out to almost 45% of the \$567,000 savings. And I guess my question in here is, would be best directed to Mr. Mitchell, if these 2 people are going to be doing Windsor work, is this not a loss of service to the Amherstburg Police Service?

So to be clear, your understanding is that they're doing Amherstburg work and Windsor is subsidizing?

And your word was subsidizing the cost? And the word you used was subsidizing. That was your word right now. Did I misspeak or mishear?

Ok, but they're being paid by the Windsor Police Service?

I guess my second question would be to Mr. Dilkens then. I believe it was at the first meeting, Mr. Mayor, that you said that the Windsor Police Service would not be subsidizing this proposal.

Ok, maybe I'm missing something then. The Chief said at the last meeting that one of the Sergeant's positions and one of the secretarial staff's positions would be paid by the Windsor Police Service and Mr. Mitchell is saying that they're going to be doing Amherstburg work. So, that is not...in my opinion, that is subsidizing.

I have to respectfully disagree with you, the fact that we do have trained specialists to investigate sexual assaults. Our investigators have the same training that the Windsor Sexual Assault Investigators have. No we're not dedicated, absolutely, no, we don't have the volume for that. We have Homicide Investigators, we have trained Sexual Assault Investigators, we have trained Fraud Investigators that are trained to the same level as the Windsor Police Service. And I just feel the need to make that clear. We receive the same training through the Ontario Police College.

Absolutely, yes they have. They've hosted satellite courses from the Police College. I've taken advantage of some of them myself. I think most recently was the Homicide Investigators course. Chief, if I can take you back to my original question, your understanding of the Sergeant and Secretary that the Windsor Police will be paying for will they be doing work for Amherstburg or will they be doing work for Windsor?

And the Sergeant?

Ok, I have one other comment that just sort of echoes some previous speakers and that's on the local civilian oversight. And I just want to read a quote from Mr. Mitchell's report that states "Currently the Amherstburg Police Service is governed by the Amherstburg Police Services Board. The powers and responsibilities dedicated to the Board of the Police Service Act include: establishing the annual budget, setting corporate policies, hiring the Chief of Police and monitoring his or her performance and developing a business plan". No other policing option provides this level of control or responsibility for a municipality and its Council. And I maintain this, I've stated this before at meetings and I maintain that this is one of the key things that Amherstburg would be losing, is losing the Chief and losing the Board. Thank you.

**Steve Owen**

Taxpayer here in Amherstburg, lifetime resident and also a member of the Amherstburg Police Association. Mr. Miceli, I have a few questions regarding the JPAC process and their involvement with the proposal from Windsor. In the Town of Amherstburg Terms of Reference for Local Boards and Committees it outlines "that at the first meeting of the committees and at the first meeting each year thereafter, the committee must elect a Chair and a Vice-Chair". Were you elected at the first meeting in 2016? Re-elected in 2017? And again, at yesterday's first meeting of 2018?

So, against the Terms of Reference for the committees.

Yes, I am. I'm also a taxpayer and a member of the Association.

When did the town receive the proposal from Windsor?

And how large is the document Windsor submitted, approximately?

And when did the members of JPAC first see the document?

Ok, I believe it was December 7<sup>th</sup>. Nearly 2 months later. Was this the first time that some of the members of JPAC had to review a document that outlined contract policing?

Ok, my question wasn't about the RFP it was about the actual proposal from Windsor. Page 9 of the slide, the mandate of JPAC. It outlines several responsibilities of the committee. So, all these tasks, specifically "to examine quantitative costs and conditions that will directly, will be directly compared to the [..] of proposals of the policing options, for example, the ongoing annual operating costs and one time capital start-up costs and to examine qualitative features value-to-value approaches and distinctive advantages of the policing option, also, examining the continuation of effective local control policing and maintenance of existing levels of service". So, how long did members have to review this document that they received on December 7<sup>th</sup>?

Ok, I'm just going to suggest, there's mention out there on social media, whether it's true or not I haven't heard it disputed, that somewhere in the area of 20 to 30 minutes. So in approximately 20 to 30 minutes, a member of the committee was to review, ask questions and understand the 130 page document from Windsor and quantitatively evaluate costs and conditions as well as qualitatively review value-to-value approaches and advantages contained within the proposal? I find that to be a very difficult and unmanageable task for any member of the committee to have probably taken on.

Mr. Mitchell, having reviewed the Windsor proposal and comparing it to the current Amherstburg proposal, I'm curious to how exactly Windsor can offer enhancements to specific areas of community services and school programs and in the area of collision reconstruction?

So, it's additional resources.

At the last meeting in McGregor, Chief Frederick identified the V.I.P program as 100% of the students in Windsor receive the V.I.P program. I happen to know that 4 visits per year is their standard for their V.I.P program from the officer to that class. Here in Amherstburg, we do an excess of 10 visits to each grade 6 class. So I'm curious how that's an enhancement over the service that we're providing now?

I think the big thing too, is that, community policing in Amherstburg isn't just the one Community Police Officer, it's the entire service that participates.

And not to say anything about Windsor, they have an excellent Community Service Program, and we are partners with them on almost everything they do, so to me the enhancement, to me, it's a parallel.

The next point I want to address is just something that's been brought up at the previous 3 meetings. I think Chief Berthiaume would agree that there are currently plenty of opportunities for our Amherstburg officers through promotion, specialized positions and training at our current state. Throughout these meetings and in the press, the message from the left side up here has been that the faces won't change. Today it changed a little bit when they mentioned that for promotional opportunities we could go and work in Windsor. Repeatedly, Chief Frederick has stated the consistent message of "officers can move at their request to pursue opportunities". The fact is that as an officer if you stay in Amherstburg, there are no longer any opportunities. Faces will change and will change drastically. Who would want to work in an environment where there are no longer any opportunities? Also, you stated in previous meetings that Amherstburg's police budget is 23% of the town's total operating budget. In fact in 2017, this accounted for 22.4% of the town's budget and in 2018, policing was reduced and is now 20.8% of the budget. And to be clear, Deloitte obviously addressed this issue of addressing the services that are high cost. This 23% or 20.8% this year is not going away. If Windsor's proposal is adopted, it's still going to be 18.8% or 19% of our budget. My last point, as Vice President of the Amherstburg Police Association, I just want to sincerely thank the public for sharing their opinions by coming to these meetings, posting on comments online, sending e-mails to Council and for being part of the discussion. There's a concern that I've heard that many people that are making the decisions are not listening to you. I can assure you of one thing. The officers are hearing you clearly and we really appreciate the support and passion that our community has for our local service. Thanks.

**Bill Wiley – 41 Whelan Drive**

I have 2 questions. Anybody on these panels at all disturbed about the amount of negativity towards this whole process?

Really? I thought that was pretty clear. How much more clear can I be? Who is disturbed by the fact that there's so much negativity towards this process?

Neither would all these people.

I have one more question, has there ever been, in the history of this province, a community that has been swallowed up by a larger community, return to its original police force?

But no one's ever opted out?

I just wanted to say that as these gentlemen know, I was a Windsor police officer for 35 years, I was proud to be one, it's a great organization. But those days are over. I'm moved to Amherstburg in 1977 with my family because it was small, quiet, safe place to live, with a great police department. My son is on this police department, I couldn't be prouder. And I think it should stay that way.

**Shawn McCurdy**

I am the President of the Amherstburg Police Association and I represent the 33 members of our service except the Chief and the Deputy Chief. I have more of a comment than anything else. I've been a police

officer in this community for 25 years. I was born and raised here. I will be honest, I no longer live in this community. I actually live in Windsor. This is a very passionate and very difficult situation and I'm going to say that my members are very passionate people. They support this community wholly and I think the public needs to know, from our standpoint, the majority of us wish to remain with Amherstburg. We joined that service, we have pride in that service and we want to continue to do the job we do today and continue on. It's not disrespect to the Windsor Police Service, we have an excellent working relationship and they are a great organization. We all took an oath of service to do our job and we're going to continue to do that. Council, you have the most difficult situation, probably decision, that you ever made as a Councillor. What we're asking you to do is listen to the people here, listen to us. We requested to meet with all of you, we're going to do that and we're going to give our concerns to you individually as an Association and reiterate some of the stuff that was brought up here by the public. That's all we're asking is to have open ears and open minds and listen to this whole situation. Thank you.

**Chris Drew – 3984 Concession 3 North**

I am a member of the Police Chief's Advisory Committee. And, a couple things I'd like to bring out are, it was mentioned earlier about the savings on the police budget. The actual figure was \$76,798 less this year than last year. I'd also like to address the supposed new waterways patrolling. The Amherstburg Police Service has a police boat that they obtained for \$1 and it's fully equipped and according to the Police Chief there are rumours out there that the Police Chief is going to have to hire 5 officers to man the boat. According to the Police Chief, this is not going to happen because he has 2 officers dedicated right now to the boat and, if necessary, he will have other officers trained to supplement. And that's my comments.

That's right. And according to what you people are saying, the police contract or the police dispatching contract is not part of the police contract anymore.

Yes, it is part of the reduction. I have no problem with that. The other comment that I've got is, do you think it's worth \$0.16 a day to replace our police department?

**Pat Lucier – 7836 Howard Avenue**

Just a question to start with, what is the start-up costs? I understand there is going to be start-up costs that Amherstburg is paying, is that correct?

Whenever we bid on a contract, we've never received a start-up cost. Why are we giving a start-up cost to start a new contract?

Just when we bid a few years ago for the garbage contract for Amherstburg, there were no start-up costs to help us with our equipment or anything. I had a store in Windsor and I was only open for about a week and my Assistant Manager went in to the store and her daughter came in a few seconds later, of course the alarm system went off. And she called me and I called the alarm system and said "don't call the police. It was my Assistant Manager and her daughter walked in behind her and set off the alarm". And I received a bill from the City of Windsor for, I believe, it was somewhere around \$90 (or \$9,

(couldn't hear correctly) for a false alarm. Since we have alarm systems, a lot of the residents here have alarm systems in our home and their businesses, if there is a false alarm, which there can be, are we going to get a charge? Is the business or homeowner going to get a charge? Is that too soon to ask if that's going ...

Is that going to change? Is there a possibility that that could change?

Anyway, it resolved itself, but that's a concern for the businesses and all the homes that have alarm systems. A few months ago, I forget if it was 1:30 or 4 in the morning, I woke up to our alarm going off and at the same time, I see a flashlight coming around the side of the house and so, of course, I jumped up and ran to the alarm system and at the same time, someone was knocking on my front door and it was one of the Amherstburg police. And he asked if everything was okay, he had knocked on the door, but of course, we hadn't heard it and so he asked us questions to make sure that it definitely was a false alarm. Then he asked if he could come in the house, so I said "sure come on in" cause he also wanted to make sure that we were actually okay. So I really appreciated that. And so I'm hoping that, whatever happens, the same type of service will be available. And I think a lot of my other concerns have sort of been addressed. And we've had some good charms with the City of Windsor Police Department and again, the same thing last night, Amherstburg police had a ride check at Howard and Smith Industrial Drive and we went through it and I was glad to see that they're still doing that. Thank you very much.

**Ron Sutherland**

I just have a point of clarification and a question. My question is to you, Mr. Mayor, did I understand you correctly when you spoke regarding the decision that's going to be made. Did I hear it correctly when you said that the residents are going to be polled, or however, to get the message across to Council of what the wishes are and Council will act accordingly? Am I understanding that the town residents can and should make the decision?

Ok, thank you. As a follow-up to you, Mr. Miceli, the JPAC committee is going to be representing a recommendation to Council on the February whatever meeting...26<sup>th</sup>? Is that going to be in the open portion of the meeting or will that behind closed doors, in-camera meeting?

Then back to you, Mr. Mayor, I would suggest that you have perhaps the bigger room in this building available for that Council meeting because I think ...

Well I thank you for that and I really think this is too important of an issue to just be dealt with, as I was told by one Councillor when I asked about this last week, "that make no mistake Mr. Sutherland, this Council has been elected by the residents of the Town of Amherstburg and we are going to make the decision, it doesn't matter what you say". And I took offence to that. And I'm going to disclose who that Councillor was. That person knows who they are. To finish off, I just want to reiterate how important this is to the Town of Amherstburg. I liken it to the issue that we had with Essex Power 5 years ago, I don't know how many people remember that, but that was quite a debacle that the residents of the town swayed Council to do the right decision. I'm hoping that Council will take the Town of Amherstburg's intent from what I've seen and what I've heard at these 2 meetings that I've been at. We

do not want the change. No disrespect intended or offered to the Windsor Police Service or the Mayor. I think you guys do a great job. I just don't think Amherstburg's ready for that. And I thank you for the opportunity to speak and this is my opinion.

**Glenn Swinton**

As I sit here listening, there's a couple questions that kind of came to mind. Can you possibly put that slide to page 21 for me please? The second line on page 21, Mr. Miceli, can you explain exactly what that means?

Ok, so, in plain terms so that everybody in the room gets it, what you're telling me is that we're going to contract Windsor police for our policing services, but we're going to continue to pay for the dispatch service Windsor's going to use for their officers, over and above that contract?

So at renewal of that police contract we would have a new contract for dispatching as well all over again, so we would continue to pay dispatching and police services?

So, in other words, Windsor wouldn't be willing, and I can direct this to you guys if you would like, to incorporate that dispatch into the new contract that would essentially take over our policing services?

Chief Frederick, in the previous meetings you indicated, and I quote "we're not in this for the money, if Windsor makes just one penny, I will be happy". As a Windsor taxpayer and a fairly sizeable one compared to most homeowners because I do actually occupy 2 commercial locations in the City of Windsor on Walker Road, I'm concerned, since that very phrase implies that you anticipate Windsor will lose money in this transaction. Yes or no?

Chief Frederick, Mayor Aldo and CAO Miceli are continually trying to explain to the City, to the town folk, they're trying to paint that our citizens concern for compassion for the officers, rather than giving them credit, for seeing this deal for what it is. For the sake of clearing the air, over our officers, we keep hearing that this takeover will open doors for officers to rise through the ranks. Tell me, are our Amherstburg officers been given special considerations that will allow them to jump in and rise above the other 470 Windsor officers currently on Windsor's force without consideration of rank or seniority?

Now, it's been said before that the police vehicle won't change, everything will look the same. The cars will look the same, the faces will look the same, the uniforms will look the same. When you said you were going to keep the vehicles marked the way they are do you refer to those that you retain from our services or every new vehicle that enters this town will be lettered and decorated in an Amherstburg fashion?

So every vehicle that comes to Amherstburg will look like an Amherstburg police vehicle?

Again, you say that Amherstburg will continue to use their same officers and they will service the community as they always have. Amherstburg currently has officers that are trained for marine unit, so

when Windsor introduces a boat into our beloved boating community, will it be an Amherstburg officer on that boat or will Windsor's marine unit take over?

Yes, I understand that you guys have the water covered, my question was will it be Amherstburg officers on that boat or will it be Windsor's officers on that boat?

Again, the vehicles that are being switched back and forth and are assets, it's often said that the assets that you take, are you taking all of our assets or just how many assets are you going to take with regards to our squad cars, the pick-up trucks, things of that nature?

So the vehicles that you take, from us, when you say 5 years from now, but choose not to renew are those the vehicles coming back to us?

Understood. Now, I'm going to bring Mayor Aldo into the conversation because at one point he tried to make me look like I was crazy. Aldo was quick to point out the fact that I didn't understand the contract or how it was being relayed and that the assets weren't in fact going to be returned but the value of the assets. So you're telling me quite the contrary and I have to wonder if Mr. DiCarlo actually understands how the proposal works himself. So, Aldo, a question to you, do you understand what this officer is saying? That those assets will not be returned as a credit, they're coming back beat up, damaged, 5 years old and well outside of their useful life?

For you folks over there from Windsor, I got one more question. From what I understand, Windsor has a mandate that dictates that after 9 o'clock at night, 2 officers per vehicle. You're claiming that our platoon sizes will stay the same, so essentially what you're telling me is that that car that runs through my neighbourhood at 2 o'clock in the morning may very well be somewhere else because the guy that should be driving it is in the passenger seat. Is that rule going to apply to our police forces?

Mayor DiCarlo, we often hear the reference, term of reference, and in the JPAC direction, can you tell me who it was that drafted those terms of reference that were given or directed to the JPAC committee?

The line items in that terms of reference, were they dictated by the secretary, yourself, CAO? Who directed the line items on that terms of reference that gave the JPAC direction?

Chief Frederick, to touch on that while you're on that, those 30 new vests that you bought, how expensive, not an actual number, but how expensive were those 30 vests?

That's an insane amount of money. And this party over here is trying to sell it to the public that in 5 years when we decide we don't want to continue this relationship, we can simply rebuild the police station. You go through a budget every year. Tell me how realistic you think it is to turn back the page and rebuild the police station with officers that are gone, assets that have driven into the ground over the last 5 years, and everything else that has to be built to do it?

Sir, with all due respect, I must stop you. Yes, that is the annual budget, but we don't rebuild the service every single year, we maintain it. So to buy the equipment to restart the police services, tell me that that

is a fiscally responsible suggestion for this committee to make. I understand that every year we have to maintain it, but we do not build it every year.

So, you're telling that the City of Windsor again, as a taxpayer, is now paying money out of pocket to take over the Amherstburg police services.

So currently, Amherstburg and Windsor communicate, work together, we've met that level of safety. Realistically, there's a benefit to the town or the City of Windsor to take your costs, regionalize them, and spread them across all the Amherstburg citizens. That's the benefit, because you don't want to make money, but what you want to do, is you want to take all the costs that you have right now and spread them over so that you can share them with the Town of Amherstburg. Correct?

With all due respect, you retire next year, he may or may not be elected. I'm a businessman, I know what a contract does. You don't live up to it, I decide I don't like it, I'm a small town in debt. It becomes an option of "well, how bad do you not like that, do you want to fight it, do you want the legal bill that goes along with it or are we just going to bury our head and say it is what it is, it's cheaper to accept it for what it is". These are considerations, that's all I'm saying.

Ok, I'm just going to ask you one last question. Yesterday there was a public meeting for JPAC. When was that meeting called?

Two days before. How did you publically post that because I couldn't find it?

Awesome. During that meeting, one in particular Council that has a voting ability in this predicament made a Motion. Can you tell me what Motion that was that he wanted to pass?

Something along the lines that he'd heard enough from the public, wasn't interested in hearing anymore from the public and that he was ready to make his decision and put it forth.

Can you tell me who that Councillor was?

I would know that publically if I knew that the meeting was actually happening, because I would have been there.

Thank you. This is the last question, I promise. Chief Berthiaume, I don't want to put you on the hot seat, but I have no choice. As a member of JPAC, how many times have you referred to that document, the proposal, not the RFP, we all know the RFP was great, it was viable, we've heard it many times from Mr. Miceli? The proposal, as a committee, in the committee as a committee member, how many times have you reviewed that document?

So, as the committee that you were a part of ... But, the committee that you were a part of had one review?

Thank you. As my understanding it was 20 minutes.

Well they voted in favour that it met the conditions of the RFP. Your presentation says that it met the conditions and they agreed that all the savings and the fancy ductwork that you calculated in there was viable, as well. I believe Sir you're selling it.

**Carey Mailloux**

I moved here by choice, I chose to move here. As the panel mentioned, I am a Riverside kid, so I'm not quite as old enough, but I do remember that Riverside used to have their own police service and I remember when that was annexed or amalgamated or whatever nice word you want to use. But, when I go throughout Ontario, and people ask me, you know, where you grew up, I never say "I grew up in Windsor". I grew up in Riverside. And a recurring theme I see throughout this whole process, is about community and that's why I chose to live in this community of Amherstburg. Why I moved here? Because it was quiet, it had nothing to do with my job. I enjoy living in my neighbourhood where I have fellow police officers around me, which is a great thing. The police services is a great unit, I have great friends on there that are either Inspectors or just regular officers, as well. But, I chose to live here because I enjoy Amherstburg. And that's why I don't wish Windsor to become part of our police service, because in the big picture, I think what is going to happen one day, is what happened with Riverside. Amherstburg is eventually going to become part of Windsor and I don't want that to happen. And I hope the people in here are with me on that as well. I just have a couple other questions. Unfortunately, I wasn't able to make the first 3 meetings, but I don't know if sometimes I talk out of my hat or not, but as anyone can attest to the bitterest pill is too expensive for Amherstburg. Does anyone know what I'm talking about when I refer to the bitterest pill? Mr. Miceli?

Maybe I'm talking out of my hat, but it was something about if Amherstburg police services is taken over those members that have been on there for so many years are entitled to a monetary value of their services. Is that true or not?

So now there's the O.P.P. Has that collective agreement been changed in the last year since this possible ...

Finally, I understand there's rank and file and everything, there's Staff Sergeants, there's Superintendents, there's Police Chiefs ... Now this question is for Mr. Berthiaume, as acting Police Chief, when you become the new liaison, are you going to be blacklisted with your salary, are you going to be paid the same amount as a Chief or a different salary? Unless that's not public knowledge.

So 2019, so that's when you can retire, you're eligible to retire?

So if you continue to continue on with Windsor, is that Windsor's decision to keep you or is that just assumed?

In your role as a liaison officer, does that supersede a Superintendent, Staff Sergeant, Chief ...?

So, if I go to the Deputy Chief, so the Deputy Chief currently in Amherstburg, if he becomes ... I know that, I read the paper and I think that Deputy Chief Vince Powers is retiring, is he going to be assuming that role?

And one last question, I understood that the cars are going to be staying the same, are the uniforms going to be changing? Are they going to be wearing Windsor stripes or are they going to be wearing Amherstburg stripes?

Someone spoke prior to me and he brought up a good point, he spoke about the V.I.P program. Now I can attest to the V.I.P program, he mentioned that the young and the elderly are most vulnerable, so if I was a young student say at Stella Maris, and my V.I.P officer came in, and I'm in Amherstburg, and my V.I.P officer came in and he was wearing a Windsor police uniform, I would say "I'm not about the math, I think I'm in Amherstburg, but now why do I have a Windsor police officer doing my V.I.P program?"

And I think with the elderly, but with some of the elderly people, if they see a Windsor, they may not be so receptive to maybe seeing someone in a Windsor police uniform as they are to seeing someone in an Amherstburg police uniform.

By identifier, you mean it could just be a patch that says Amherstburg police?

Ok, fair enough. Thank you.

**George Kritiotis**

This question is for Chief Frederick, you said that you purchased 30 bulletproof vests. Why would you purchase them if this isn't a done deal?

Ok, the next question I have is for Chief Berthiaume, I know I have asked it to you at the last meeting, but we have a great attendance here. Who polices the Town of Amherstburg better than you?

**Leo Meloche – 9602 Walker Road**

My comments are more towards Windsor Police. In assuming that you win the contract, there's what we call a corporate office mentality and I bring that up and I want to give an example of where I'm leading with respect to, as far as that apprehension of Windsor coming in and people saying "well, you know, Windsor, they're taking us over, they have this mentality of we're better than the others". And that's something that's got to be worked on. And it brings me back to an example of a number of years ago, and some people here who are old enough will know, that an O.P.P S.W.A.T team came into what was Anderdon at the time, set up a perimeter defence around 2 neighbouring properties. At the end of the day, an innocent individual was shot. When the smoke settled, the S.W.A.T team found out that they killed the wrong guy, they were at the wrong place and the individual they were looking for was on the other side of the road, down the road. I say this because the neighbouring properties were my grandmother and my uncle. The individual they shot was my uncle. And he was more of a brother to me, because we were, actually I was a little older than him, so we grew up as brothers. And where I'm leading with all of this is that the inquest presented the issues where things went wrong and it had a lot

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to do with communication. There's nobody better, that know the area, than the local police. And I'm not saying that the Windsor police proposal is not a good one, it's a good one I feel. It has a lot of enhancements, but one of the enhancements is that, can be, we have all this and we can do it better than you on situations of a great magnitude like that, there has to be communication, there has to be discussions with the local individuals who are very familiar with the lay of the land and so I was just bring that up as to an issue to be mindful of I guess, is really what I want to say to you. And that's all.



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### OFFICE OF THE CAO

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To: Mayor and Members of Town Council

Subject: Police Services for the Town of Amherstburg

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#### 1. **RECOMMENDATION:**

It is recommended that:

1. The report from the CAO dated February 9, 2018 regarding Police Services for the Town of Amherstburg **BE RECEIVED**;
2. The CAO **BE DIRECTED** to finalize the terms and conditions of a contract for policing services with the Windsor Police Services Board/City of Windsor for a term of 20 years commencing January 1, 2019; and,
3. The CAO **BE DIRECTED** to bring back a final contract **SUBJECT TO APPROVAL** by the Ontario Civilian Police Commission.

#### **EXECUTIVE SUMMARY:**

Council directed Administration to obtain a costing on policing services on December 15, 2014. A lengthy process was undertaken by the Town to obtain costing relative to the current services offered by the Amherstburg Police Service. An RFP was issued by the Town. The Town received one response to the proposal call from the Windsor Police Services. A review was undertaken by a committee of Council, the Joint Police Advisory Committee and the proposal was deemed viable. The proposal offers the Town a number of service enhancements with the ability for a reduced cost and future cost containment opportunities.

Four public consultation meetings were held with the community to gain community input. This issue has divided the community on many fronts and regardless of the decision made by Council there will be much political criticism going forward. Those in the community who support the Amherstburg Police Service do not see a need to address policing in Amherstburg as the Town is one of Canada's safest communities. Why fix something that isn't broken?

The report details the impacts a police services contract with Windsor Polices Services would have on the community going forward. A contract for 20 years is recommended for Council's consideration.

## **2. BACKGROUND:**

The Police Services Act (PSA) requires a police service to police a municipality in a manner reflecting the needs of the community, to maintain discipline, to ensure that community-oriented policing is provided and to administer a public complaints system in accordance with PSA. The Town of Amherstburg has a municipal police service that is governed by the Amherstburg Police Services Board (APSB). The APSB is comprised of five members who include the Mayor, a member of Council, a local citizen appointed by Council and two provincially appointed. At present, one of the provincially appointed member positions is vacant. The PSA defines the role of the municipality in providing police services. The PSA states that municipalities are responsible to choose the method of service delivery.

Section 4(1) and 4(2) of the Police Services Act R.S.O. 1990, c. P.15, outlines the responsibilities of a Municipality as follows:

- 4. (1) Every municipality to which this subsection applies shall provide adequate and effective police services in accordance with its needs. 1997, c. 8, s. 3.*

### *Core police services*

- (2) Adequate and effective police services must include, at a minimum, all of the following police services:*

- 1. Crime prevention.*
- 2. Law enforcement.*
- 3. Assistance to victims of crime.*
- 4. Public order maintenance.*
- 5. Emergency response. 1997, c. 8, s. 3.*

Section 5(1) of the PSA outlines the municipality's responsibility to choose the method of service delivery and identifies six possible methods of discharge:

- 1. The council may establish a police force, the members of which shall be appointed by the board under clause 31 (1) (a).*
- 2. The council may enter into an agreement under section 33 with one or more other councils to constitute a joint board and the joint board may appoint the members of a police force under clause 31 (1) (a).*
- 3. The council may enter into an agreement under section 6 with one or more other councils to amalgamate their police forces.*

4. *The council may enter into an agreement under section 6.1 with the council of another municipality to have its police services provided by the board of the other municipality, on the conditions set out in the agreement, if the municipality that is to receive the police services is contiguous to the municipality that is to provide the police services or is contiguous to any other municipality that receives police services from the same municipality.*

5. *The council may enter into an agreement under section 10, alone or jointly with one or more other councils, to have police services provided by the Ontario Provincial Police.*

6. *With the Commission's approval, the council may adopt a different method of providing police services.* 1997, c. 8, s. 4.

In light of the municipality's responsibilities noted above an exercise to examine policing options and costing for the Town of Amherstburg was initiated by Council on December 15, 2014 with the following resolution:

*"That:*

1. *Administration **BE DIRECTED** to contact the OPP to obtain police costing for our municipality; and,*

2. *Administration **BE DIRECTED** to send correspondence to the surrounding municipalities to see if there is interest in shared police services."*

At the time of Council's resolution there was willingness from LaSalle and Windsor to participate (See Attached Appendices A and B). However, there was a moratorium in effect, placed by the Ministry of Community Safety and Correctional Services, on provision of costings by the OPP due to changes in the OPP Billing Model. The moratorium was lifted by the Minister of Community Safety and Correctional Services effective November 1, 2015. A notice to that effect was issued to all Police Chiefs on February 2, 2016 (see attached Appendix C).

On July 10, 2017, Council adopted the following resolution:

*"That:*

1. *Administration **BE AUTHORIZED** to proceed with the issuance of PP-PS-17-15 Request for Proposal Police Services inviting the Town of LaSalle, City of Windsor and the Ontario Provincial Police (OPP) to participate."*

Subsequently the following occurred:

- Letters were issued to the municipalities of LaSalle and Windsor and to the Ontario Provincial Police complete with Request for Proposal (RFP) PP-PS -17-04 requesting participation (See attached Appendix D.)
- A site visit for interested proponents was conducted on August 9, 2017 at 9:00 a.m. at the Amherstburg Police Headquarters. Windsor Police were the only attendees at this meeting.

- The RFP closed on October 6, 2017. Windsor Police was the only respondent to submit a proposal. A review of the services offered by the Windsor Police Service Proposal was completed by MPM Consulting in consultation with the Amherstburg Police Chief to ensure compliance with the RFP requirements and a comparative analysis report was completed and provided to the Joint Police Advisory Committee (JPAC) Committee for review and acceptance.
- A Financial Analysis of the Windsor Police proposal was undertaken by the Town Treasurer in consultation with the Amherstburg Police Chief and confirmed with the financial division of Windsor Police Services. The financial report was completed and provided to the JPAC committee for approval and acceptance.
- Upon the JPAC Committee's evaluation of the proposal, the Committee deemed the proposal to be a viable one. A report was developed and submitted to Council (considered by Council on December 11, 2017), within 180 days from closing date of RFP (April 4, 2018) as was directed by the Committee. Council approved the next step in the process which was Public consultation meetings. Four public meetings were subsequently held as follows:
  1. Wednesday, January 17, 2018 (Town Hall)
  2. Thursday, January 18, 2018 (McGregor Knights of Columbus)
  3. Thursday, January 25, 2018 (St. Peter's)
  4. Saturday, January 27, 2018 (Libro)

As highlighted in the JPAC report date February 6, 2018, which accompanies this report, there were options available to proponents for consideration in preparing a submission to address the Town's policing services RFP. Upon closing of the RFP, the Town received only one submission for the Town's consideration. The submission received was for policing services delivered through a contract for fee proposal submitted by Windsor Police Service (WPS). WPS did not provide an option for the amalgamation of service. LaSalle and the OPP did not respond with a proposal.

The proposal submitted by WPS is a fee for contract service which is permitted in the PSA with one condition; the proposal must be approved by the Ontario Civilian Policing Commission (OCPC). OCPC approval is required in this situation as an exemption must be sought by Windsor and Amherstburg since Windsor and Amherstburg are not contiguous municipalities, (a requirement under section 5(1)4 of the PSA, as indicated above) but are separated by the Town of LaSalle. The proposal is conditional on Windsor and Amherstburg receiving an exemption from this requirement.

This condition may present a risk to the submission however the parties are of the opinion that precedent has been established by the OCPC recently. The OCPC granted approval on April 13, 2017 to St. Mary's request under section 5(1)(6) to enter into a contract for police services from the City of Stratford/Stratford Police Service. Similar to the WPS proposal, those two municipalities are not contiguous to each other but are separated by Perth (See decision – Appendix E).

The concept of regional policing has been a contentious issue in the Windsor/Essex region for well over 20 years. Municipalities such as Amherstburg, LaSalle and Windsor

have had their own municipal policing services while other communities such as Lakeshore, Essex, Kingsville and Leamington have opted to contract policing services through the OPP. Much debate has occurred in the region centered around issues such as services received and savings realized. There has been the suggestion that should Amherstburg move forward with this fee for service policing arrangement with Windsor that this will lead to the movement or creation of a Regional Police Service in Windsor/Essex. To be clear, the purpose of this review and report is not to pursue regional policing, but rather to respond to the will of Council. Council's will was duly exercised at their meeting of December 15, 2014 and reinforced on July 10, 2017, where they directed Administration to examine policing options in accordance with the PSA.

As such, the purpose of this report is to:

- Examine the merits of the WPS proposal; and
- Examine the impacts associated with a decision to move to a fee for service policing contract with WPS; and
- Provide Council with a recommendation to either retain the Amherstburg Police Service (APS) or move forward with the policing contract proposal received from WPS.

### **3. DISCUSSION:**

The JPAC has worked diligently in developing the RFP for issuance on behalf of the Town. The RFP was developed with the following objectives:

- At a minimum, proponents were to replicate as close as possible the current level of service residents would receive and offer enhancements where possible.
- The proposal costing would compare an "apples to apples" situation.

The Committee strongly believed that residents would not accept a lower level of service in lieu of savings. In order to ensure that safeguards were in place to prevent this from occurring the JPAC ensured that the Town would be comparing "apples to apples" when reviewing proposals. The Committee wanted to avoid service comparisons that were difficult to reconcile opting to use replicated service as a basepoint metric. The Committee recognized that savings are traditionally offered through a reduction of front line services by expanding coverage area accompanied with the reduction or the optimization of resources. It can be argued that the optimization of resources is actually counterproductive as police services **become less effective or efficient and residents become dissatisfied with the loss of a local presence.**

The RFP developed for policing services in Amherstburg defined the levels of service with a high degree of specificity therefore limiting proponents to only **meet or exceed** current service levels. It is important for Council to recognize the significant value placed by the Committee on service levels. Meeting or exceeding the current level of service was paramount and was the primary objective in the RFP with costing secondary. The RFP issued protects the level of service residents have come to

receive in Amherstburg at a minimum but does not prohibit proponents from *enhancing* them. Understanding this objective is critical for readers of this report moving forward.

### **Comparative Analysis – An Examination of Levels of Service offered by WPS in the Proposal Submitted**

The proposal submitted by WPS has confirmed that “*Officers assigned to the Town of Amherstburg will be deployed solely for the purposes of providing police services in the Town of Amherstburg.*” Staffing levels will remain the same and in fact current staff will continue to work in Amherstburg for the life of the contract. In reviewing the WPS submission a comparative analysis was undertaken by MPM consulting (Michael Mitchell) on behalf of the JPAC committee. This comparative analysis (see attached Appendix F) concluded the following:

***“Amherstburg currently receives an extremely high level of police service and is one of the safest municipalities in Ontario. The proposal from Windsor to assume contract policing of Amherstburg is structured to replicate as closely as possible the existing organizational structure and service.”***

This finding is critical as it confirms that the primary objective of the JPAC was achieved. As a result, the JPAC and Council respectively accepted and adopted the finding of MPM Consulting. Subsequently, a further review was undertaken of the services presently offered by APS and those offered under the WPS proposal. For comparative purposes results are attached in Appendix G). This analysis illustrates how functions are currently performed and delivered by APS and how those functions would continue to be delivered should Council wish to move forward with the provision of policing through a contract with WPS.

A review of the proposal submitted by WPS confirms that a number of enhancements are being offered to the Town within the cost structure. Presently these services are not being offered directly by APS but indirectly through others such as the OPP, which is further discussed below. This decision to seek these services through alternate means is a management decision of the APSB and the Amherstburg Chief of Police. It is important to note that these services are included and offered to the Town within the proposed contract cost submitted by WPS. In general terms the services offered by WPS and included in the proposal are in the following areas:

1. Canine Units (24/7)
2. Emergency response (tactical) unit (24/7)
3. Explosive disposal
4. Crime scene/forensic expertise
5. Collision reconstruction
6. Crime Prevention expertise
7. Enhanced training/professional development opportunities
8. State of the art technology and technical support
9. Certified crisis negotiators

It is extremely important to note that the APS provides adequate and effective policing services for the Town in accordance with the PSA. It must be understood by Members

of Council that the PSA prescribes the services that “must be provided” by a municipality but does not prescribe the method or the how the services are to be delivered.

In most cases where external resources are required to assist APS in the delivery of policing, the APS utilizes the OPP. Ensuring adequate and effective policing is delivered is a responsibility of the APS and its board. Further oversight is provided by the Province through the Ministry of Community Safety and Correctional Services (MCSCS). The PSA mandates the OPP as the default service provider when policing services are required. The PSA also mandates that all services provided by OPP are subject to cost recovery. The APS has advised that to date the APS has not been billed for services used from the OPP. Appendix G highlights the services provided by the OPP to APS.

The WPS proposal submitted to the Town reduces the Town’s dependence on services provided by the OPP. As can be seen in Appendix G, WPS has the ability and capacity to provide the policing services the Town may require. The WPS proposal significantly reduces wait time for services that would traditionally occur with the services provided by the OPP. Furthermore, the proposal provides the Town the opportunity to receive additional resources/services without the exposure of additional costs that may or may not be charged and recovered by the OPP.

The WPS proposal identifies a number of specific areas where WPS is offering resources to the Town in order to supplement or enhance policing services in Amherstburg. In the WPS proposal all services identified in Appendix G are provided without additional cost. This can be seen as a benefit as it would ensure costs for the municipality are planned and budgeted appropriately without the risk of unexpected costs. Therefore the risk of unknown potential cost to ratepayers does not present itself with the WPS proposal as it would under the APS model should senior levels of government direct the OPP to levy and collect for services provided in accordance with the PSA.

An examination of the specific additional staff resources that will be made available to the Town by WPS, should Council wish to pursue a policing contract, are:

- Presently there are two officers dedicated to Traffic issues in the Town of Amherstburg. In the WPS proposal they have made a provision included within the contract price for the use of an **additional 12 officers** to assist in Traffic Enforcement should the need arise. Examples of where these additional resources may be used are RIDE programs and other targeted enforcement initiatives such as speeding.
- All officers in Amherstburg are presently trained in accordance with the standards established by the PSA through APS officers who have additional roles and responsibilities within the service. The WPS proposal provides additional training resources for APS staff from **7 full-time** WPS staff with subject matter expertise assigned to the Professional Advancement/Training Branch Unit of WPS.
- The WPS proposal recognizes Tourism and Special Events as an important part of the Town’s economy. The WPS has a dedicated Special Events Sergeant that would be available to support APS. WPS and APS utilize a similar special events review process in assessing special events and the required resources. The

- WPS proposal offers access to an additional **20 +** trained auxiliary officers, additional general patrol officers and **18 Patrol Bike Officers**
- The WPS proposal includes access to a dedicated crisis negotiator unit comprised of **two (2) teams** and **8 staff** with specialized crisis negotiation and tactical communications strategies available 24/7.
  - The WPS proposal includes access to a full-time Emergency Services Unit comprised of **two (2) teams** consisting of **18 staff**. This team has specialized training in critical incident situations, situations involving weapons, high risk arrests and violent offender apprehensions, violent mental health apprehensions, high risk vehicle stops, high risk court security and transport and high risk entries.
  - The WPS proposal includes access to a highly trained Explosive Disposal Unit comprised of **7 staff** available 24/7.
  - The WPS proposal includes access to a dedicated Marine Patrol Unit that runs from April to the end of October available 24/7 during that time. When operational the unit consist of **5 staff** and **2 boats** available 24/7.
  - The WPS proposal includes access to the Police Dog Unit that consists of 5 handlers and 5 dogs available 24/7. This unit will be available to respond to situations that require additional support to locate suspects, articles of evidence, narcotics, explosives, firearms, ammunition or missing persons.
  - The WPS proposal includes access to a Traffic Enforcement Unit with **12 additional officers** to complement the two-person unit of APS. These additional staff could be deployed to Amherstburg to conduct traffic enforcement blitzes, RIDE programs and address other community/emergency calls of concern.
  - The WPS proposal includes access to the WPS Criminal Intelligence Unit with **14 additional staff** resources with specialized training in source handling (informants), mobile surveillance, technical support, morality, repeat offenders and anti-terrorism.
  - The WPS proposal includes access to the WPS **3 full-time** Certified Technical Installers with three unmarked police vehicles and one fully equipped unmarked surveillance van. This unit specializes in installation, maintenance and monitoring of GPS tracking, covert video, photographic evidence, covert audio, audio interceptions, physical surveillance, internet investigation, and video downloads and technical support needs.
  - The WPS proposal includes access to **a full-time** Civilian Intelligence Analyst. This position maintains 12 intelligence databases.
  - The WPS proposal includes access to a Mobile Surveillance Unit comprised of 6 staff. Access to these additional staff would complement the current APS staff (3).
  - The WPS proposal includes access to Investigation Services with a focus on Electronic Interception which is comprised of a unit of **8 staff**. APS does not have this capability.
  - The WPS proposal includes access to the WPS Morality Unit which consists of 2 dedicated staff responsible for public morality ( human trafficking, sex trafficking and exploitation, hate crimes etc.).

In addition to the above noted resource opportunities available to augment or increase the current service levels offered to residents, WPS will also introduce and provide to Amherstburg residents a number of technological initiatives through many online tools that are presently available to Windsor residents. This is an area that APS does not have the resources or staffing to provide and would require additional resources and

budget dollars to implement. WPS would offer these tools to residents as an extension of their current operation and is included within the cost of the proposal submitted. It is important for Council to note that although these services are offered online, the proposal commits that all calls for service by Amherstburg residents will continue to receive a uniformed officer response as requested. Examples of online reporting tools are:

1. Online Crime reporting
2. Police Record Checks
3. Traffic Complaints
4. Autism Registry
5. Vulnerable persons registry
6. Bicycle Registry
7. Sexual assault reporting
8. Media portal
9. Interactive crime reporting

WPS has a significant number of resources and investments that have been made in the area of technology. The current and future tools that will be developed and introduced by WPS will immediately become available to residents of Amherstburg within the contract proposal. These improvements are value added services and provided to residents of Amherstburg within the WPS proposal cost. This is a direct benefit of a larger organization with significant resources dedicated to the development of initiatives that will maximize the use of policing resources through technological advancements.

There is a significant gap between WPS and APS in the area of technology and this gap will continue to grow. APS could provide such tools to residents however may be limited in doing so as APS presently does not have the resources or capacity to initiate, develop and deliver these services. Significant resources and budget dollars would be necessary for APS to develop in this area. WPS has successfully developed and implemented these online tools and have a dedicated Technology Division to support them. This is an area that is well resourced in the WPS organization.

One may suggest that this is also a service that is not required however this is an example of the changing face of policing initiatives and solutions that are made available in well-resourced policing organizations. This as an example of an opportunity for the Town to gain services without additional cost implications which would be the case if the Town were to attempt this on its own through additional staff or through a service provider. Council may wish to consider that as the demographics of the community change, so will the residents desire for technological enhancements and information.

### **The Examination of APS Business Plan 2017-2019 and the Impact the WPS Proposal would have going forward**

The APS has developed a Business Plan (see Appendix H) in consultation with the APSB and the community. Significant consultation was undertaken by APS to ensure sufficient community input was received in the development of this plan.

A review of the impact that the WPS proposal would have on the APS Business Plan when the services and resources offered by WPS are integrated with the goals and objectives established in the Business Plan was conducted. This identified objectively if there is benefit received by residents of Amherstburg with the future goals established through community consultation. The plan was developed as a result of citizens, APS, and the APSB coming together to identify the needs and expectations.

The exercise below provides Council and residents the opportunity to determine how the plan will be impacted or not, either negatively or positively, by the WPS proposal.

Business Plans of police services are required in accordance with Ontario Regulation 3/99, the Police Adequacy and Effectiveness Standards Regulation (Adequacy Standards). Section 30 requires that:

*30. (1) Every board shall prepare a business plan for its police force at least once every three years. O. Reg. 3/99, s. 30 (1).*

*(2) The business plan shall address:*

*(a) the objectives, core business and functions of the police force, including how it will provide adequate and effective police services;*

*(b) quantitative and qualitative performance objectives and indicators relating to,*

*(i) the police force's provision of community-based crime prevention initiatives, community patrol and criminal investigation services,*

*(ii) community satisfaction with police services,*

*(iii) emergency calls for service,*

*(iv) violent crime and clearance rates for violent crime,*

*(v) property crime and clearance rates for property crime,*

*(vi) youth crime and clearance rates for youth crime,*

*(vii) police assistance to victims of crime and re-victimization rates, and*

*(viii) road safety;*

*(c) information technology;*

*(d) resource planning; and*

*(e) police facilities. O. Reg. 3/99, s. 30 (2).*

The Business Plan sets out a strategy or roadmap of what the organization would like to accomplish over a defined period and how they will do it. The Business Plan developed and approved by APSB is based on a SWOT analysis for the existing APS. A SWOT Analysis is a comprehensive audit and analysis of the Strengths, Weaknesses, Opportunities and Threats facing the organization. It is a tool used for self-assessment. The purpose of the analysis is to help the organization understand what it is doing well, where it can improve, and where the organization fits in the competitive landscape. A SWOT analysis brings to light resources or the lack of resources required to promote

success of the organization. The Strength, Weakness, Opportunities and Threat (S.W.O.T) Analysis identified the following:

## **STRENGTHS OF THE ORGANIZATION**

<b>STRENGTHS OF APS</b>	<b>IMPACTS OF WPS PROPOSAL</b>
Public overwhelmingly supports local policing	The RFP developed and the proposal submitted by WPS places an emphasis on retaining the local police force complete with a local presence. All existing front line staff are retained and will continue to operate from the current Amherstburg Police building.
APS Police Chief has made <u>himself</u> available to the public and Councillors	The WPS proposal eliminates the position of Police Chief for the Town of Amherstburg and replaces this position with a Senior Police Member (Superintendent). This member will be required to attend all senior management meetings with municipal staff and Council meetings. The Police Chief is available to attend public events as requested.
Auxiliary police program - 10 dedicated volunteers	The WPS proposal retains the current 10 dedicated volunteers with APS and offers and <b>additional 20 +</b> trained auxiliary officers, additional general patrol officers and <b>18</b> Patrol Bike Officers available to assist the Town, further building on a strength of the APS special event support.
Officers are highly committed to Community Policing	The WPS proposal retains the current policing staff in Amherstburg with the exception of those officers who seek career advancement opportunities. The WPS proposal retains the current staff deployment model. Uniform Patrol is the face of Community Policing in the Town of Amherstburg. The WPS proposal retains the existing patrol deployment model. In addition the WPS proposal retains the positions of Community Service Officer (CSO) and Core Officer (CO). The CSO is tasked a wide range of programming, assisting in community events and actively participating in committees serving the community at large. The CO position is an "ambassador" to the Town as this position is often the first officer to interact with tourists and visitors downtown. These positions are key to the success of Community Policing initiatives and will be

	<p>maintained, supported and enhanced through <b>additional resources</b> available from WPS through the Community Services Unit (CSU). The WPS CSU unit is comprised of <b>6 dedicated</b> CS staff available to assist APS on Community Policing initiatives. At present both the CSO and CO serve as backups to uniform patrol and are redeployed to patrol as required.</p>
Officers/Staff are well trained and equipped	<p>The WPS proposal ensures that APS staff will continue to be well trained in accordance to PSA requirements and ensures staff has the necessary skills to provide efficient and effective police services. The proposal allows the opportunity for this area to be further strengthened as much of the training received by staff will be done internally by WPS and not subject to budget constraints associated with that of an outside service provider. At present a large portion of APS police training is presently outsourced (including WPS) and coordinated through the Ontario Police College (OPC). The APS does not maintain a full-time trainer however 6 officers have various training expertise to perform some training in the areas of firearms/defensive tactics, CPR/First Aid, Communicable Diseases, and Coach Officers. The WPS proposal provides 7 dedicated staff with the capacity to deliver OPC Supervision/Leadership, Coach/Officer, General Investigative Techniques, Major Case Management, Domestic Violence Patrol Response, Crisis Intervention, Search Warrant, Police Cycle Operation, Police Vehicle Operation, Drug Recognition, Intoxilyzer, Sexual Assault, Search Manager, Criminal Code, Controlled Drugs, Substance Act, R2MR, CIIC, ethics, diversity, fentanyl exposure and Use of Force training.</p>
Excellent response times	<p>The WPS proposal maintains staffing levels and deployment model however offers the opportunity to improve on this strength. Improvements may occur as additional resources are available in areas such as traffic, emergency support and patrol support for the Town to access</p>

	should the need to do so arise.
Transparent and Accountable	The WPS proposal maintains Transparency and Accountability, a requirement of the PSA.
Dedicated Traffic, Criminal Investigation, Community Services, P.A.V.I.S. and Core Officers	<p>The WPS proposal provides the opportunity for Amherstburg to improve this strength in many ways. At present traffic has <b>2 dedicated staff</b> that make traffic enforcement a priority. This will continue with the WPS proposal. The WPS proposal will offer enhancement of the current APS traffic branch with the deployment of <b>14 additional staff</b> as required. The WPS proposal will provide additional support to such initiatives as RIDE programs, targeted enforcement initiatives and community/emergency calls of concern increasing the police presence in the Town during designated enforcement.</p> <p>The current Criminal Investigations Branch (CIB) of APS consists of <b>3 dedicated full-time staff</b>. Presently the APS staff are tasked with maintaining and developing informants; conducting witness and suspect interviews; crime scene investigation; collecting evidence; obtaining and executing search warrants; arresting suspects; preparing crown briefs; attending court and conducting surveillance. The APS CIB will benefit significantly from the WPS Proposal as WPS has several divisions within the WPS that specialize in each of these respective areas. The WPS Criminal Intelligence Unit is comprised of <b>14 dedicated full-time staff</b> in the following sub-units:</p> <ul style="list-style-type: none"> <li>1. Source Handling Unit</li> <li>2. Mobile Surveillance Unit</li> <li>3. Technical Support Unit</li> <li>4. Morality Unit</li> <li>5. Repeat Offender Parole Enforcement</li> <li>6. Provincial Anti-Terrorism Squad</li> </ul> <p>The Criminal Intelligence Branch will enhance the current service provided by the 3 APS staff and provide more investigative support and resources.</p>
Highly Specialized Training and Trainers	The WPS proposal provides <b>7 additional full-time staff</b> to enhance and strengthen

	the current training received by APS staff.
One of the safest communities in Canada	A WPS proposal will not have a negative impact on the Town's rating as one of the safest communities in Canada. The WPS proposal will provide additional resources and expertise that will only strengthen policing in the Town of Amherstburg.

**CONCLUSION: The WPS Proposal further augments and improves the overall strengths of policing that residents have received by APS.**

### **WEAKNESSES OF THE ORGANIZATION**

<b>WEAKNESSES OF APS</b>	<b>IMPACTS OF WPS PROPOSAL</b>
Follow up with complaint/victims	The WPS proposal provides the APS the opportunity to address this weakness without financial implications. Presently the APS has identified this as a weakness of the organization. Improvements to address this matter will require management intervention, additional resources or technological improvements. The WPS proposal provides these opportunities within the framework of the proposal and offers many opportunities for additional resources to assist in addressing this weakness of the organization.
Negative impression of policing profession	The WPS proposal offers an opportunity to address this weakness with additional resources that can be made available from <b>6 dedicated</b> CS staff available to assist APS on Community Policing initiatives. Continued public education will assist in addressing the negative impression of the policing profession.
Budget Pressures combined with the reduction of grants	The WPS proposal provides an opportunity for the Town to address the issue. The financial section of this report will provide further details on budget pressures and cost containment for the Town.

**CONCLUSION: The WPS Proposal provides the resources necessary to address the weaknesses identified in the APS Business Plan.**

## **OPPORTUNITIES AVAILABLE TO THE ORGANIZATION**

OPPORTUNITIES OF APS	IMPACTS OF WPS PROPOSAL
Generate vulnerable persons registry	<p>The WPS has developed an online vulnerable person's registry. WPS has developed this registry in partnership with the Alzheimer Society Windsor Essex. The registry provides emergency contact information, detailed physical descriptions, known routines, favourite attractions or special needs of the wandering individual. The WPS proposal offers this technology to residents and is readily available. WPS offers dozens of other systems that are utilized by WPS and would create service enhancement opportunities for residents and will be incorporated in Amherstburg policing operations. Other WPS technologies that will be made available for policing in Amherstburg are:</p> <ul style="list-style-type: none"><li>• On line Crime Reporting</li><li>• On line Police Records Checks</li><li>• On line Traffic Complaints/Road Watch</li><li>• On line Autism Registry</li><li>• On line Bicycle Registry</li><li>• On line Sexual Assault Reporting</li><li>• On line Media Portal</li><li>• On line Interactive Crime Reporting</li><li>• Public Engagement Technologies</li><li>• Text to 911</li><li>• Cyber Crime Technologies</li><li>• AFIS</li><li>• Nlets Driver's License Query</li><li>• Digital Evidence Management System</li><li>• eJust</li><li>• Power Case</li><li>• ViCLAS</li><li>• IAPro</li></ul>
Explore less lethal use of force options	The WPS proposal maintains the current use of non-lethal shotguns. At present APS is equipped with 4 conducted energy weapons (tazers). The WPS proposal includes the purchase of an additional 5 conducted energy weapons to supplement

	the existing APS inventory.
Intelligence lead traffic enforcement	The WPS proposal provides an opportunity to enhance the current APS traffic enforcement division. The proposal provides access to an additional <b>14 staff</b> to supplement the current dedicated 2 APS staff. The WPS proposal includes 6 new radar guns and a significant amount of technological support. WPS employs the concepts of high visibility and selective and effective enforcement activities that address public complaints and address traffic safety. WPS uses Problem Oriented Policing techniques relating to issues brought forward from the community to address traffic related complaint and proposes to implement these measures in Amherstburg as well.
Intelligence lead crime prevention and initiatives	The WPS proposal provides an opportunity to enhance the current APS crime prevention initiatives through additional support and resources. WPS has proven intelligence based problem oriented policing initiatives in firearms, drugs and harassment. The <b>14 staff</b> dedicated to the Criminal Intelligence Unit will be a valuable resource to assist the 3 APS staff. The sharing of information amongst staff will only improve criminal intelligence initiatives.
Increase social media outreach	Presently APS has a Community Support Officer (CSO) that addresses social media on behalf of APS. Increase the APS social media outreach will be attainable as the WPS proposal provides the support of 2 fulltime Public Information Officers (PIO) to work in conjunction with the CSO. PIO's are responsible to inform the public and media of all noteworthy events. PIO's manage WPS social media accounts, attend community events and report on major incidents through the use of Twitter and Facebook.

**CONCLUSION: The WPS Proposal provides the resources necessary to capitalize on the opportunities identified in the APS Business Plan.**

## **THREATS FACING THE ORGANIZATION**

<b><u>THREATS OF APS</u></b>	<b><u>IMPACTS OF WPS PROPOSAL</u></b>
Downloading of provincial responsibilities i.e. additional mandatory training	The WPS proposal mitigates the threat of downloading additional provincial responsibilities due to the significant amount of resources available in a larger organization. For example a WPS training division is comprised of 7 fulltime dedicated training staff that can address additional mandatory training requirements. This may present a resource challenge and future budgetary impacts for APS as there is no fulltime dedicated training staff to address additional mandatory training requirements.
Complexity and reporting requirements of legislation, investigations, etc.	The WPS proposal mitigates the threat of complex reporting requirements. The WPS employs a Case Quality Review (CQR) Unit that is designed to review all completed files to ensure that files are complete and court ready. Officers in this unit are also responsible for swearing to court information and show cause duties. This unit allows for improved efficiency and effectiveness resulting in improved service levels.
Police becoming first point of contact for social issues, such as mental health calls	APS has experienced a significant number of Mental Health Calls. In 2013 there were 25 calls and in 2016 there were 67 calls. APS presently shares a staff member with LaSalle. The WPS proposal will enhance the services levels as resources and programs are available through the Community Outreach and Support Team (COAST). The team consists of a police officer and crisis worker who provide on-site crisis and mental health assessments. In addition WPS implements the use of a Person In Crisis (PIC) reporting form which significantly reduces hospital wait times for patrol staff.

**CONCLUSION: The WPS Proposal provides the resources necessary to address the threats identified in the Business Plan developed by APS.**

## **INFORMATION TECHNOLOGY PROVIDED IN THE WPS PROPOSAL**

The Business Plan developed by APS provides very little detail regarding information technology as required by the Adequacy Standards. Information Technology is an area that is well resourced in the WPS proposal and offers significant support to improve policing in the Town of Amherstburg. The Proposal from the WPS offers a number of significant enhancements to the current capabilities of the APS. These enhancements have the potential to streamline police operations, improve service delivery levels and to enhance both police and public safety in the Town of Amherstburg.

The WPS and the Corporation of the City of Windsor have made significant capital investments to ensure public safety through reliable and resilient communications and information technology (IT) infrastructure as well as mobile data/dispatch and records management technologies. This proposal provides a unique opportunity for the residents of Amherstburg to benefit from the proposal. Through this proposal, the Town of Amherstburg is able to leverage the capital investment made by the WPS to derive the benefits of a state-of-the-art multi-jurisdictional (regional) Records Management System (RMS) that is fully integrated with a multi-jurisdictional (regional) Computer Aided Dispatch (CAD) system linked to in-car laptop computers and handheld smartphone applications (app) that will be issued to each officer.

With regard to information management, the approach used in the WPS proposal presents a unique opportunity to implement a cross-jurisdictional information sharing environment on a regional basis, ensuring that the officers working in Amherstburg will continue to have access to the Niche-OPTIC Records Management System (RMS) which they are familiar with, while gaining unprecedented mobile connectivity and secure access to crime and offender data held by the Windsor Police Service. For the first time, critical public safety information will now be seamlessly shared across our region to enhance the efficiency and effectiveness of service delivery on the frontlines for the betterment of both communities. The tools deployed in the proposal include laptops and smartphones issued to every officer as well as in-car driver's license scanners to pre-fill reports, view offender mugshots and auto-generate queries of persons/vehicles to local and national crime databases. The use of these tools and technologies has proven to increase the speed, efficiency and safety of officer contacts with citizens.

The following is an expanded list of the technological enhancements that would be provided via the WPS Proposal, as well as the corresponding projected benefits:

### **Shared regional Records Management System (RMS) Software:**

- A shared “multi-jurisdictional compliant” RMS provides far greater details to officers on street regarding police contacts with local offenders who often move between neighbouring communities to commit crimes.
- Includes in-cruiser access to mugshots of all Windsor known offenders as well as any person arrested/booked in Amherstburg.

### **Ruggedized Laptops & Smartphones issued to every officer:**

- Reliable, encrypted and secure connectivity for officers ensures they spend their time mobile and visible in the community vs. tied to desks in the station for computer access and report writing.
- WPS Smartphone App allows for officers to remain connected outside of cruisers (eg. greater access for foot patrol and bike officers) – includes location tracking for officer safety.
- Dedicated equipment issued to every officer ensures the hardware lasts longer and also allows for device security settings to be centrally managed yet tailored to individual officers.
- Mobile Device Management by WPS IT Department ensures the highest possible data security in the event a police device (laptop or smartphone) is lost or stolen.
- Mobile access to officers via dedicated email accounts and phone voicemail means citizens can follow-up with officers more easily – outreach officers are easily reachable by members of the community or police management.
- Smartphones allow officers to document evidence more easily from the field without waiting for specialized support staff via digital photos or video applications on every phone.

### **Detailed Crime Analysis Reports and Crime Mapping Capabilities:**

- Detailed crime trend reports and advanced analysis from a full-time Crime Analyst with WPS.
- Detailed crime occurrence mapping by community/district/zone neighbourhood.
- Detailed analysis of officer location data (via laptop/phone GPS) as an overlay to crime maps – ensures officer patrols focus on crime hotspots areas in the community.
- Publicly available crime mapping on [www.crimereports.com](http://www.crimereports.com) allows citizens to see/monitor incidents of crime in the Town of Amherstburg.
- Email notifications available to residents when a crime occurs within a citizen's neighbourhood or any area of interest they may define.

### **Digital Evidence Management System (DEMS):**

- The WPS is currently engaged in a multi-million dollar procurement of a Digital Evidence Management System that would ensure officers in Amherstburg would have the capability to securely store and manage the massive quantities of digital evidence being encountered by officers in the field (this includes CCTV and evidentiary video, video from police body-worn cameras, illegal images seized as a result of cybercrime investigations etc.)
- The storage requirements for the ever-increasing quantities of digital evidence will quickly outpace the capacity of APS, and the DEMS platform being procured by the WPS would ensure that the Town of Amherstburg would be well-positioned to effectively navigate the changing digital crime landscape without making significant investments in digital storage or investigative expertise.

**Radio System Infrastructure – Extensive Redundancy and Resilience – System Cost Sharing Opportunity Should the Town wish to Pursue this initiative in lieu of the \$450,000 radio upgrade required in approximately 5 years.**

- In 2016 the WPS and the Corporation of the City of Windsor made significant capital investments to ensure public safety through reliable and robust emergency radio communications infrastructure.
- The City of Windsor radio system is also protected by a System Support Agreement and a System Update Agreement with Motorola Canada that provides for ongoing “evergreening” of all crucial infrastructure components. These agreements provide for predictable budget expenditures without concern for unexpected large capital cost layouts for radio infrastructure upgrades.
- A further opportunity exists for other Town of Amherstburg departments benefit from a shared regional system to derive potential costs savings and improved system reliability and interoperability in the event of an emergency.
- The newly upgraded Windsor radio system is a fully encrypted, digital radio system with a geo-redundant backup master site (a dynamic system resilience feature) and a backup simulcast prime site (geo-redundant prime).
- With the Windsor System if any critical radio tower site was to suffer a catastrophic failure or weather related disaster, because of the robust architecture of the Windsor system, first responder communications in the Town of Amherstburg would remain operational at all times.
- The current Amherstburg radio system does not offer the level of redundancy and resilience in first responder communications that may be required by the Town unless the Town made significant additional capital upgrades to its existing radio infrastructure.

The technological opportunities afforded to the Town of Amherstburg in the WPS proposal provides significant service delivery improvements that would enable a more immediate, informed, and effective response to crime and disorder in the Town of Amherstburg. Further, by streamlining police practices through benefits gained in technological investments, there is also the potential to free up officer time to engage in more proactive policing initiatives which could include community-based crime prevention and traffic enforcement to improve citizen safety.

**CONCLUSION: The WPS Proposal provides significant resources in information technology that significantly improves policing and officer and resident safety in the Town of Amherstburg.**

**PUBLIC CONSULTATION MEETINGS- CONCERNS EXPRESSED & FURTHER CLARIFICATION REQUIRED:**

Throughout the public consultation process there were a number of concerns that were raised by residents that were provided in the JPAC Committee report for Council's consideration. The following is a list of concerns expressed by residents that require additional clarification:

**RESIDENT CONCERN EXPRESSED:** The presentation of the CAO at the Public meetings did not offer any negative comments supporting drawbacks of the Windsor submission. Why? Is the CAO selling us something?

**CAO RESPONSE:** The RFP developed and approved for issuance by the JPAC Committee required proponents submitting a proposal to **match the existing level of service as a minimum in order to move forward** for consideration in the process. The WPS proposal met the minimum criteria required and in many areas offered additional information for consideration. The JPAC committee concluded that there were a number of enhancements or resources offered. The RFP results were presented to the community for consideration. Any proponent that moved forward in the process to community consultation would have done so based on positive aspects of their proposal and having met the requirements of the RFP and the JPAC committee evaluation process.

**RESIDENT CONCERN EXPRESSED:** There would be a loss in the services received by residents.

**CAO RESPONSE:** The RFP was developed to ensure that proponents moving forward in the process would be required to match the current levels of service received by residents by the Town as a minimum. Upon review of the WPS submission by the JPAC committee it was determined that those services were met and that no loss of service would occur. A failure of the proponent to meet minimum service levels established in the RFP would result in the proponent being eliminated from the process.

**RESIDENT CONCERN EXPRESSED:** That regardless of the savings presented several residents expressed that they were opposed to changing the current model of policing in the Town of Amherstburg. Those opposed to this change also suggested that in their opinion they were willing to pay more to maintain the current police service.

**CAO RESPONSE:** The direction of Council to investigate the cost of policing began as a result of the concerns expressed by residents during the 2014 election. The residents at that time were concerned with the Town's financial health and understood that there were opportunities to explore other methods to deliver police services and potentially save costs. The Deloitte report dated August 11, 2014 supported this type of examination and on December 15, 2014 Council adopted a motion to begin to investigate the opportunities and costing for police services. Throughout the process Council has continued to support the process with the need to have the options and information to make an informed decision. The role of municipal Councils is to make decisions about municipal financing and services. Section 224 of the Municipal Act, 2001 states:

*It is the role of council,*

- a. *to represent the public and to consider the well-being and interests of the municipality*
- b. *to develop and evaluate the policies and programs of the municipality*
- c. *to determine which services the municipality provides*

- d. to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council
  - (d.1) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality
- e. to maintain the financial integrity of the municipality and
- f. to carry out the duties of council under this or any other act."

Council has a Stewardship Role to ensure that the Town's financial and administrative resources are being used as efficiently as possible in a way that is consistent with Council's objectives. The direction of this Council has been consistent throughout the term of Council and the stewardship of public funds and resources has been paramount. Examining the policing service is well within Council's role and the decision on the model for delivery of policing services is a decision that is Council's responsibility.

**RESIDENT CONCERN EXPRESSED:** Residents felt that the need for specialized services identified in the proposal offered by WPS were unnecessary, such as:

- i. Police K9
- ii. Emergency Response (tactical)
- iii. Explosive disposal support
- iv. Forensic identification and crime scene expertise
- v. Collision reconstruction expertise
- vi. Training and professional advancement re-certification
- vii. Crime prevention expertise (CPTED)

**CAO RESPONSE:** Although residents may feel that the need for specialized services is necessary unnecessary it is Council's role and responsibility in accordance with Section 224 of the Municipal Act, 2001 to determine which services the municipality shall provide as noted above. Members of Council have a responsibility to the greater community to determine the need and benefit of the program offered and the associated cost in doing so. As elected stewards of the community they have a fiduciary responsibility to review and evaluate the benefits of such program services. Further, in addition to the enhanced community service level, these services would be provided within the cost proposal and have no negative financial impact to the Town.

**RESIDENT CONCERN EXPRESSED:** Many of those in attendance suggested that these were services that were not required by the Town and that these services were available to the Town at **no cost** by the OPP.

**CAO RESPONSE:** Article 7 (3) of The Police Services Act requires municipalities to enter into agreements for services required from the OPP and that municipalities **shall** be responsible for the payment of such services unless the Solicitor General directs otherwise. In accordance with the PSA the OPP is mandated to charge for services not provided by the municipality. Services identified in Appendix G are all subject to recovery by the OPP. The WPS proposal affords more certainty on the response times and supports for these services in relation to the current use of OPP for these services.

**RESIDENT CONCERN EXPRESSED:** Residents wanted to see the details surrounding the costing of the proposal. What does WPS have to hide? What do the Mayor and CAO have to hide?

**CAO RESPONSE:** RFP PP-PS-17-15 POLICE SERVICES was issued to proponents. Provisions in the RFP and a request of the proponent prohibit the Mayor and CAO from sharing detailed information. For example **Article 10. Submission Confidentiality** provided the following acknowledgment to proponents:

*All Proposals submitted to the Town will be considered confidential, conditional to the Municipal Freedom of Information and Protection Privacy Act. All pricing information regarding the content of the proposals will remain confidential as the Town reserves the right to negotiate with proponents.*

**Article 25 PROPOSAL RESULTS** also provided the following acknowledgement to proponents:

*The report recommending an award of contract shall be a matter of public record. The results of the proposal, when requested, may be made public by the Town, and may contain the total proposal price.*

*The name of the successful Proponent's proposal price shall be deemed public information following the award of RFP, however, unit prices contained in the proposal will not be released.*

In addition to the acknowledgements offered by the Town in the RFP as issued, the WPS submitted the proposal with the following confidentiality requirement:

*The Windsor Police Service's (WPS) response contains information of a confidential and sensitive nature regarding the operations of the WPS, financial information and a financial proposal to provide services to the Town of Amherstburg. The WPS is sharing its confidential and sensitive information on the basis that the Town, its Members of Council and employees will not publicly disclose such information unless compelled to do so by law. In the event of such a requirement, the Town will provide as much advance notice as possible to the WPS so that the WPS can defend its interests. This requirement does not apply to information in the public domain or which the Town obtained from third parties. The WPS would welcome any questions from the Town regarding whether certain information is confidential or sensitive.*

**RESIDENT CONCERN EXPRESSED:** Why would Windsor want this contract? Many surmised that after the initial 5 year term was completed that WPS would request significant increases and that the Town would not be in a position to re-establish its own services without significant financial outlay.

**CAO RESPONSE:** The Town issued an RFP and the City of Windsor/Windsor Police Services responded to the proposal call. The RFP identified under article **4.0 SCOPE OF WORK** that proponents would be required to enter into a "**formal contract period of at least five years with an option to enter the term for a further 5 year period at**

***the sole discretion of the town.***" The RFP provided Article 13 **TERMINATION WITH NOTICE** which states that "the **Town will require a minimum (18) months for termination with notice**". These two clauses were included for the Town's protection to ensure that should there need arise to re-establish a service or seek alternative policing options sufficient time would be available to undertake this task should the need arise. In accordance with Article 10 of the RFP the Town exercised its right through the JPAC committee to negotiate several matters to mitigate risk for the Town. A result of those negotiations has resulted in a cost parity submission. The article negotiated is as follows:

***The Windsor Police will guarantee cost parity will exist between the annual operating budget of the Windsor Police Service and the cost of contract policing the Town of Amherstburg. This guarantee of budgetary parity would commence in year six and be honoured throughout the twenty year commitment for policing services, subject to renewal every five years.***

The Financial Matters section of the report highlights estimated cost savings of various contract periods under the WPS proposal and demonstrates that the referenced mitigates the concern of residents for significant cost increases should Council wish to pursue this proposal.

**RESIDENT CONCERN EXPRESSED:** Many felt that a contract for police services with Windsor would produce an impersonal relationship between the police and the community.

**CAO RESPONSE:** The RFP issued by the Town/JPAC committee was developed in a manner to replicate the existing service as a minimum with the same staffing levels. The relationships that have been established with the community have been built on a community policing philosophy. Community Policing is a philosophy that promotes organizational strategies that support the systematic use of police community partnerships and problem solving techniques to address public safety issues such as crime, social disorder and the fear of crime. This philosophy has been embraced by the rank and file police officers in APD as they are allowed to exercise discretion so that they can adapt to specific situations and needs expressed by residents. Throughout the proposal submitted WPS has confirmed that this philosophy will not be altered but will be supported with additional resources to further enhance and build community relationships.

Furthermore the Town has ensured through negotiations that staff presently working for APS will remain in Amherstburg for the life of the contract with the exception of staff wishing to transfer out of Amherstburg for promotional opportunities or discipline. Though there is no guarantee under any model that policing staff will remain on the job within the municipality indefinitely, depending on the term of the contract awarded by Council, many staff could conceivably remain in Amherstburg for the balance of their careers. The WPS commitment to maintain current resourcing provides a positive approach toward reducing the fear of impersonal relationships with police.

**RESIDENT CONCERN EXPRESSED:** This decision should not be made by Council and should be placed on a ballot for all residents to decide.

**CAO RESPONSE:** This type of decision falls well within the mandate of Council. Throughout the term of Council accountability and transparency has been paramount in the decision making process in order to improve and maintain public trust. To suggest that this decision of Council should not be made by this Council as they do not represent the best interest of those members of the general public that elected them to represent them is contrary to the roles and responsibilities of Council in the Municipal Act and previously identified in the report and questions the integrity and accountability of Council. Members of Council are elected by the general public and are accountable to the public every four years through municipal election and this is a decision that falls well within the purview of Council who will have access to all of the information provided to make an informed decision.

Should Council wish to pursue a question such as the policing matter on a ballot the *Municipal Elections Act* places the following conditions in doing so:

- 8.1 (1) *A by-law to submit a question to the electors under clause 8 (1) (b) or (c),*  
(a) **shall be passed on or before March 1 in the year of a regular election at which it is intended to submit the question to the electors;**  
(b) *cannot be amended after the last date referred to in clause (a); and*  
(c) *despite clause (b), can be revoked on or before nomination day and, if the election does not include an election for an office, on or before the 31st day before voting day.* 2000, c. 5, s. 28; 2016, c. 15, s. 8.

#### Rules

(2) *A question authorized by by-law under clause 8 (1) (b) shall comply with the following rules:*

1. *It shall concern a matter within the jurisdiction of the municipality.*
2. *Despite rule 1, it shall not concern a matter which has been prescribed by the Minister as a matter of provincial interest.*
3. *It shall be clear, concise and neutral.*
4. *It shall be capable of being answered in the affirmative or the negative and the only permitted answers to the question are “yes” or “no”.* 2000, c. 5, s. 28.

#### Notice of intent

**(3) Before passing a by-law under clause 8 (1) (b) or (c), the clerk shall give at least 10 days' notice of the intention to pass the by-law to the public and the Minister and hold at least one public meeting to consider the matter.**

#### Results

8.2 (1) *The results of a question authorized by a by-law under clause 8 (1) (b) are binding on the municipality which passed the by-law if,*  
(a) **at least 50 per cent of the eligible electors in the municipality vote on the question; and**  
(b) **more than 50 per cent of the votes on the question are in favour of those results.** 2000, c. 5, s. 28.

## *Determination of number of votes*

*(2) For the purpose of clause (1) (a), the number of eligible electors shall be determined from the voters' lists as they exist at the close of voting.*

There are two critical issues which are challenging should this be a consideration of Council. The issues have been highlighted above for Council's consideration as it relates to the timing of the question. More importantly however is the test which must be met in order to validate the results. In order for the results to be valid the Act requires 50% of eligible voters to vote on the question. It is important for Council and residents to note that in the 2014 Municipal Election there were 16,276 eligible voters, 7,694 voters cast ballots which represented a voter turnout of 47.27%. Traditionally, the Town has seen 40-67% voter turnout, the highest voter turnout was seen in 2010 when vote by mail was chosen as the preferred method of voting. The 2018 Municipal Election has already been determined as traditional poll with electronic vote tabulators, as was the same method in 2014 with the 47.27% voter turnout indicated above. In light of the the inability to reach a 50% voter turnout rate in the last election, it would not be unreasonable to conclude that it would be very difficult to meet this test in order to validate the results. In lieu of these requirements, it is recommended that the matter move forward by a decision of Council.

**RESIDENT CONCERN EXPRESSED:** There was a general fear by those in attendance that Amherstburg will have less say in how their police services are run and would end up with fewer patrol officers in the community

**CAO RESPONSE:** Amherstburg Council does not govern the APS. The APS is governed by the APSB which is comprised of a five member board. The responsibilities of the board are to ensure that adequate and effective policing services in the municipality are provided. Additional responsibilities of the board are:

- Appointment of the members of the Amherstburg Police Service.
- Generally determines, after consultation with the Chief of Police, objectives and priorities with respect to the police services in the municipality.
- Establishing policies for the effective management of the Amherstburg Police Service.
- Recruiting and appointing the Chief of Police and Deputy Chief of Police.
- Directing the Chief of Police and monitoring his/her performance.
- Establishing the budget for approval by Town Council

Members of the general public who wish to address the board may do so at a general meeting in the following manner:

- For an item not listed on the agenda, by submitting your request in writing a minimum of ten (10) days prior to the meeting, outlining the reason for your request to address the board;
- For an item listed on the published agenda, by submitting your request by telephone or email, a minimum of two (2) days prior to the meeting by telephone or email.

A comparison of the governance of a police service and a police contract is attached for Council's consideration in Appendix I.

## **RESULTS OF TALK THE BURG ONLINE SURVEY:**

“Talk the Burg” had 213 individuals who participated in the policing proposal survey based on a series of questions. Results on the survey are attached in Appendix J . Council may consider using the results of the survey to assist them in making a decision on this issue if they are confident that the number of participants represents the general population.

## **RESULTS OF TELEPHONE SURVEY:**

A telephone survey was undertaken with a sample size of 600 captured. The JPAC determined the 4 questions to be asked in this survey. The results of the survey are attached in Appendix K for Council’s consideration. The results of this survey indicate that based on the responses the community is evenly divided on this issue. However one may consider the following as the most direct question of the survey:

“ Do you support the current proposed question of contracting community policing to the Windsor Police Service?” The results were:

- 18% - strongly support
- 22%- support
- 19% - I do not support
- 22% - I am strongly against
- 19% - undecided

What may interest Council most is that almost 1/5<sup>th</sup> of those who participated in the survey are undecided and have not formed an opinion on the issue. This leads one to believe that those individuals would feel comfortable with Council making a decision on their behalf.

## **4. RISK ANALYSIS:**

There were risks identified throughout the process by members of the JPAC Committee, the community and administration. A listing of risks identified includes the following:

- **There is political risk associated with a decision on this issue regardless of the outcome.** There are members of the community that are vehemently opposed to a change in policing. Much has been said over all forms of media in this regard. Many have suggested that Council should not be making a decision as important as this and that a decision such as this should be placed on a ballot. This report has presented Council rationale as to why this decision falls within the domain of Council and should be made by Council. Furthermore the report has identified the risks associated with placing such a decision on a ballot i.e. 50% rule.

- **A risk in the loss of the Town's identity. Many believe that entering into a police services contract with Windsor will contribute to a loss in the Town's identity.** Many steps have been taken in this process to ensure that this does not occur. For example, negotiations have taken place to ensure that current staff remains working in the town for the length of the contract (5, 10, 15 or 20 years). Steps have been taken to ensure that visually residents and visitors see that Amherstburg's identity/branding is maintained on the uniforms of staff members working in Amherstburg as well as vehicles patrolling Amherstburg. Steps have been taken to ensure that uniform patrol staffing levels remain the same or better, that the positions and duties of the core officer and the community support remain the same and support the Towns public relations efforts.
- **A risk associated with the loss of control or input in the way the police service is run (governance).** This risk has been mitigated in several ways in light of the proposal received. Firstly, should Council wish to move forward with this initiative a contract will be drafted and executed that ensures the terms and conditions for a defined period of 5, 10, 15 or 20 years. If one were to premise the issue with the fact that the community is satisfied with the current levels of service, the contract will simply solidify those levels of service for the defined term of 5, 10, 15, or 20 years. This will be maintained and monitored through a legal binding contract. Any deviations from that contract must be approved by the Town. Additionally, the Town has negotiated a seat on the Windsor Police Services Board (WPSB). Many have suggested that one position representing Amherstburg on the direction of the service is not enough representation. The WPSB is responsible to oversee how policing will be provided to ensure that policing needs are satisfied. The WPSB is responsible for the provision of adequate and effective police services in Amherstburg through a contract that defines service levels and resources. It appears that residents have failed to realize in this particular situation, the value that a contract will have for this community moving forward. A contract that defines staffing levels and the methodology in which the service will be delivered which has all been well defined in the RFP and the WPS response which will form part of the contract. The WPSB will be required to ensure that WPS has required services available to Amherstburg to ensure contract compliance. In fact, the contract allows the Board very little opportunity to make changes that are afforded to boards such as the present situation in Amherstburg such as budget. Conversely, it could be argued that Amherstburg has received too much representation on the WPSB as the Amherstburg member will have a voting rights in the way decisions will be made affecting Windsor whereas the WPSB will have limited say in the way matters will be managed in Amherstburg.
- **A risk associated with the loss of resources.** It has been suggested that police services staff will leave Amherstburg for promotional opportunities. Although this may occur the WPS will be responsible to ensure staffing and service levels are maintained in Amherstburg in accordance with the contract. Any resources lost will be replaced with qualified competent staff through a competitive promotional process that is in place with the WPS.

- **A risk associated with financial impact to the Town of Amherstburg.** The WPS proposal provides Amherstburg the greatest opportunity to maintain service levels with defined costs in years 1 to 5. In addition, the proposal provides Amherstburg cost parity moving forward in years 6 to 20 should Council wish to do so. This commitment mitigates the risk of future unreasonable cost increases while maintaining staffing and service levels.
- **A risk associated with the loss of service.** Staffing levels will be defined within the contract and are to be maintained for the term of the contract. The risk of losing service is a risk that would be mitigated through the contract. A contractual relationship in fact protects the Town in a manner that is greater than that of APSB as the contract defines levels at 2017 levels. Modifications are at the sole discretion of the Town of Amherstburg and are protected through the contract.
- **A risk that Amherstburg would lose its ranking as one of Canada's safest communities if policing services was switched to Windsor.** WPS providing Amherstburg policing services will have very little impact on whether or not Amherstburg will lose its ranking. In fact the WPS proposal offers Amherstburg a significant number of resources that could be argued would make Amherstburg an even safer place.

## **5. FINANCIAL MATTERS:**

The proposal submitted by the Windsor Police Service provides the Town with a number of cost savings and cost avoidance opportunities. There are a number of enhanced specialized services offered by WPS identified in the comparative analysis review report that are not assessed value vs the current APS service delivery model. A number of concerns were expressed by residents and JPAC regarding the length of the contract period of the proposal and significant increase to costs that may occur after year 5 of the contract. In light of these concerns a request for terms and conditions of a longer term contract made in 5 year intervals with Amherstburg being offered cost parity from with WPS based on budgets approved by in Windsor for years 6 through 20. The following is a summary of the projected operational savings projected in 5 year contract intervals.

### **Operating Savings:**

The WPS submission projected an average annual savings of \$839,068. A reconciliation of the WPS to the APS model suggests an actual annual average savings of \$ 625,671 for years 1 to 5. As the contract period lengthens assuming a 2% growth factor on both APS and WPS cost average annual savings grow as the length of the contract extends

\$692,151 for years 6 to 10, \$759,625 from years 11 to 15 and \$834,122 from years 16 to 20. The reconciliation is as follows:

Reconciliation of Average Cost Savings in Both Proposals	Years 1 to 5	Years 6 to 10	Years 11 to 15	Years 16 to 20
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<b>Windsor Police Services RFP Annual Savings</b>	<b>\$ 839,068</b>	<b>\$ 918,637</b>	<b>\$ 986,066</b>	<b>\$ 1,065,433</b>
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**Add:**

Additional Grant Revenue	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Additional POA Revenue	\$ 96,000	\$ 96,000	\$ 96,000	\$ 96,000

**Less:**

WPS Net Cost Vs Amherstburg Gross Expense in Average Calculation	\$ (265,503)	\$ (265,503)	\$ (265,503)	\$ (265,503)
WPS proposal added 2% inflation to APSB cost in total	\$ (26,485)	\$ (65,182)	\$ (67,474)	\$ (74,497)
Town has used the same inflation on a line by line basis as the				
WPS Proposal				

**Less: Cost Amherstburg will remain responsible for:**

Dispatching Contract	\$ (77,000)	\$ (79,373)	\$ (82,990)	\$ (87,161)
Telephone	\$ (16,000)	\$ (16,493)	\$ (17,247)	\$ (18,111)
Utilities	\$ (20,400)	\$ (21,029)	\$ (21,989)	\$ (23,092)
Building Maintenance	\$ (26,000)	\$ (26,801)	\$ (28,026)	\$ (29,431)
Janitorial	\$ (25,000)	\$ (25,770)	\$ (26,948)	\$ (28,299)
Radio Maintenance	\$ (35,000)	\$ (36,078)	\$ (37,727)	\$ (39,619)

**Add:**

Administrative cost avoidance for the Town (Note 1)	\$ 44,122	\$ 48,715	\$ 53,785	\$ 59,383
Insurance cost not transferred to Police	\$ 57,869	\$ 63,892	\$ 70,542	\$ 77,884
Capital Adjustment		\$ 21,136	\$ 21,136	\$ 21,136
<b>Average Annual Savings</b>	<b>\$ 625,671</b>	<b>\$ 692,151</b>	<b>\$ 759,625</b>	<b>\$ 834,122</b>
<b>Savings realized in the over the term of contract</b>	<b>\$3,128,355</b>	<b>\$6,589,110</b>	<b>\$10,387,234</b>	<b>\$14,557,845</b>

Note (1) The Town of Amherstburg provides administrative support to Amherstburg Police in the way of payroll and IT services, these costs have historically never been in the police operating budget. The following is a conservative estimate of this cost. This is estimated cost avoidance as it will allow the town delays in adding staffing requirements. It should be noted that the Town would likely need to make additional staffing investment on the technology end to support the proposed level of IT services in the WPS submission.

### **List of Assumptions for Financial Review of APS vs WPS 20, 15, 10 Year Outlooks**

- CPP and 1000 Officer Grant no longer apply under funding model, however it is assumed that new revenue stream will remain revenue to the Town Of

Amherstburg during the contract. This revenue has been added to the WPS proposal for review. The Town's continuation of the revenue stream has been confirmed by the Ministry of Correctional Services.

- POA revenue will be maintained by the Town Of Amherstburg under either scenario. This revenue has been added to the WPS proposal for review. It is assumed this will remain consistent for a period of 20 years.
- For APS salaries full time, overtime , salaries part time and fringe benefits have been forecasted with annual increases of 2% which is the same assumption used under WPS proposal. The long range forecast would call for budget parity however it is assumed for the purpose of the projection increases will be 2% for a period of 20 year.
- General expenses with the exceptions of OPTIC and Board Expenses have been forecasted with annual increases of 2% for the first 5 years which is the same assumption used under WPS proposal. In year 6-20 OPTIC expenses have been forecasted with an annual increase of 2%.
- The Town will continue to be responsible for building cost such as telephone, utilities building maintenance and janitorial and those cost have been added to the WPS proposal for review. In year 1-5 no expected inflationary increase is forecasted however in years 6-20 expenses have been forecasted with an annual increase of 2%.
- Building expenses with the exceptions of insurance deductible have been forecasted with annual increases of 2% which is the same assumption used under WPS proposal.
- The annual dispatching contract between WPS and the Town Of Amherstburg will remain the same regardless of the choice in police services. In years 6-20 expenses have been forecasted with an annual increase of 2%
- Professional and Consulting Fees expenses with the exceptions of court cost and investigation expenses have been forecasted with annual increases of 2% which is the same assumption used under WPS proposal.
- Radio equipment fees such as tower rentals etc. will remain the responsibility of the Town Of Amherstburg under either scenario. These costs have been added to the WPS proposal for review.

- Equipment and vehicle expenses have been forecasted with annual increases of 2% which is the same assumption used under WPS proposal.
- The Town Of Amherstburg has administrative overhead costs which have never formed part of the APS Budget. The Town administers payroll services for the APS. The Town also pays all of the invoices for the APS. Finally the Town's IT department oversees the servers and OPTIC network for the APS.
- The payroll assumption is based on total town staff payroll of 334 on the 2016 FIR (FT, PT, Students, Volunteer Fire, Council) of that staff 34 reside in APS. Therefor a 10% allocation of the Payroll Clerk and the Supervisor has been made.
- The overseeing of the IT portion of APS is conducted by the IT Network Tech and per review of work it has been indicated that .75 days of a 5 day work week is spent on APS issues. Therefor a 15% allocation of the IT Network Tech has been made.
- A review of total cheques paid during 2016 totaled 748 pages of data. The amount for the APS totaled 58 pages of data. Therefore an 8% allocation of the Accounts Payable Clerk has been made.
- It is assumed that the APS will need to continue to make capital purchases equal to its historical reserve contribution in the next 5 years.
- In years 6-20 the capital purchases requirement should increase as the current reserve funding model falls short with regards to emerging IT developments and Equipment Purchases.
- It is also assumed that the WPS upfront capital cost will be spread over 5 years for comparability on an average calculation.
- A Review of Windsor upfront capital cost was extended to a 10,15,20 year life and using the assumptions in the model provided would require increases to 236,136 per annum in years 6-20.
- Upon Review of Insurance allocation done by the Town Of Amherstburg based on our historical approach of applying 3% of total premiums to APS it was determined the correct amount should have been \$78,000 for all but the building which the Town would still be responsible for. The additional cost has been added to the review and forecasted at a 2% increase per annum.

As is noted in the table above the overall projected savings should the Town move forward with a policing contract proposal is estimated to range from \$3,128,355 to \$14,557,845. Should the Town move forward with a long term 20 year proposal the average annual savings for the Town over the 20 year would be (\$14,557,845/20) \$727,892.

### **Reserves:**

It should also be noted that should Council wish to move forward with the WPS proposal there will be an opportunity to repurpose the unencumbered reserve fund balance of approximately **\$380,680**. Funds available in this reserve are available for use by Town Council and not APSB. APSB may recommend the use of such funds however Council is the approving body.

### **Post Retirement Benefit Cost Avoidance:**

The WPS proposal assumes Amherstburg Police Services staff and the post retirement benefit costs associated with those staff members. For accounting purposes this value is recognized as an unfunded liability on in the Town's financial statements. An unfunded liability is an accounting liability that is not covered by existing assets, savings or investments. Since money has not been set aside to settle the liability, it is important for the municipality to plan for how it will pay for these liabilities in the future.

#### **Unfunded Liabilities = Liabilities – Funds set aside to pay for the liabilities**

When an accounting liability matches the amount set aside to pay for it, the liability is fully funded. If funds set aside are more than the liability, the liability is overfunded. At present Amherstburg has not set funds aside to address this future liability. This practice is common with municipalities and government funded entities.

The post retirement savings (cost avoidance) for employee benefits are estimated to be in a range of **\$2,800,000-\$3,900,000**. These estimates have been confirmed by the Town's actuaries and have also been reviewed by the Windsor Police actuaries and accountants prior to submission of the bid. The two values are reflective of the benefit packages applicable to each respective organization upon retirement that are offered today by each organization. These costs will be absorbed by the WPS should the Town move forward with acceptance of the proposal.

It should be noted the Town of Amherstburg does not currently budget for these costs on an annual basis and plans to pays for them as they are incurred in future insurance premiums. This is a reduction of future cost these cost will vary and be spread over long periods of time based on actuarial assumptions. Assuming these costs would be spread over a period of 40 years the annualized cost avoidance is \$70,000-\$97,500. Assuming these costs would be spread over a period of 50 years the annualized cost avoidance is \$56,000-\$78,000. This would result in a one-time adjustment to the Town Statement of Financial Position to employee future benefit obligations. It should also be noted that the

Town of Amherstburg in 2011 stopped the practice of offering benefits for life to mitigate future pressures on employee future benefit obligations.

Council should take note of the following:

- Unfunded liabilities cannot be ignored. There will be a point in time that the Town will be required to fund its unfunded liabilities. At that time the Town will be pressed to generate revenue to pay off or fund the liabilities which will most likely result in future tax increases as a result of a benefit that is received by current taxpayers. The WPS proposal provides an opportunity for the Town to mitigate its exposure to this issue.
- At present the Town does not have funding plan for unfunded liabilities. Council and residents must recognize that the Town's current plan is to move its current obligations and pressures from the current taxpayers to future taxpayers or from the current budget to future budgets.
- Should Council wish to retain the local police force it would be a best practice for the Town to adopt a funding plan that best addresses this future liability. The most appropriate way to responsibly address this matter would be to develop a budget within the Police budget to fund this future obligation on a go forward basis. The challenge again with this approach is being pressed to generate revenue to pay off or fund the liabilities for Amherstburg police this increase would be estimated in the range of \$200,000 to \$250,000 annually not including the required funding to bring the current balance to be fully funded. This would range from an additional 280,000 to 390,000 if the plan was to fund the current short fall over a ten year term. This would place additional pressure on the annual tax rate of 1% to 3% based on the current 2018 budget and the approach taken by Council.

#### **Police Grants:**

Should the Town of Amherstburg no longer have a police services board under the contract proposal there was concern that the Town would no longer be able to access grant funding from the Ministry of Community Safety and Correctional Services.

On January 18, 2018 The Town received confirmation that the Policing Effectiveness and Modernization (PEM) and Reduce Impaired Driving Everywhere (RIDE) grants will still be available to the Town of Amherstburg. The letter is attached in Appendix L of this report. This has been factored into the financial calculation and is one of the reconciling items in the calculation.

#### **Future Cost Mitigation and Increased Predictability in Cost:**

A detailed review of salary increases since 2010 for the Amherstburg Police Service has determined that the average salaries increase to be 2.53% per year. Annual increases range from a high of 3.5% in 2013 to a low of 0% in 2015. Under a contracting policing model year by year fluctuations of this nature are reduced. Under the five year proposal from the Windsor Police Services these cost average 2.20% and

eliminate the risk of any large fluctuation in a given year. Contract Policing also avoids the risk of police arbitration outcomes for the Town Of Amherstburg.

From 2015 to 2018 total expense cost have risen 5.57% for the Amherstburg Police Service. Annual Increases range from a high of 2.96% in 2015 to a decrease of 1.14% in 2018. It must be noted that decrease experienced is due to the savings in the dispatching contract with WPS. In a contract policing model the Town may eliminate the risk of cost fluctuations from year to year as a result of issues that are not within the direct control of the Town. A contract policing model allows the Town to budget in a consistent manner and provides increased predictability regarding future costs minimizing unpredictable increases. The average cost increase on a year to year basis in the Windsor Police Proposal is 2.19%. If the contract is extended beyond 5 years to a longer term contract a Windsor has provided for Budget parity with regards to cost intervals at 5 year increments.

#### **Upfront Capital Cost:**

The Windsor Police Proposal has a one-time capital cost \$971,612 which can be allocated over a five year period at a cost of \$206,136 when factoring interest cost over the five year span of the contract. The investment proposed in the Windsor police proposal offers significant investment and upgrades to technology and computer systems used by the Amherstburg Police at this time and this represents a significant portion of the cost. Another key element is the Windsor Police Proposal offers a replacement plan and cost for the phased in replacement of all 12 Amherstburg police vehicles. Under Windsor Police Proposal there are also cost to deal with the standardization of weapons, equipment, uniforms and body armour. The detailed breakdown has been provided to Council in a Private and Confidential Memo.

#### **Examination of Severance – A review of the Worst Case Scenario**

Council has been provided with a Private and Confidential Memo providing details of the respective positions of legal counsel for the Town and legal counsel for the Amherstburg Police Association. Severance is debatable matter in light of the interpretation of the current collective agreement between the Amherstburg Police Services Board (APSB) and Amherstburg Police Association (APA). In order to ascertain the exact severance payable to members of the APA a settlement would need to be negotiated or members of the APS would have to not accept a position with WPS and effectively be unemployed on January 1, 2019. They would then be unemployed at that time and not hold a position with WPS. The APA would then need to successfully argue that the terms of the collective agreement with the APSB were violated thus triggering severance. Administration does not believe that this will be achievable by the APA and furthermore Administration believes that many members of APA would like to continue their career in policing and continue their employment with WPS as the WPS proposal provides many benefits to members of the APA including the recognition of seniority. Senior members of the APA that are nearing or eligible for retirement may wish to exercise this as an opportunity to gain financially to further enhance their retirement. In an effort to provide full transparency in this matter Administration has considered it prudent to provide Council with the impact of a ‘worst case scenario’ based on information received from the APA and its membership which is estimated to be \$2,451,025 (this information is provided to Council in the P&C memo). The chart below illustrates the reduction in savings over the term of the savings realized should Council move forward with the Windsor Proposal.

The simple payback of a worst case scenario severance outcome as presented by APA is as follows:

'Worst case Severance Scenario'	\$2,451,025
Annual Average Savings Year 1 to 5	\$625,671
Years of Savings required to Fund	
Severance	3.92

The impact on the savings during the various contract time periods are illustrated for Council in the table below net of a worst case scenario of severance payments.

Examination of Savings with Severance Worst Case Scenario

Years 1 to 5	\$ 677,331
Years 6 to 10	\$ 3,460,754
Years 11 to 15	\$ 3,798,125
Years 16 to 20	\$ 4,170,610

Period Savings	Total Savings
\$ 677,331	\$ 677,331
\$ 3,460,754	\$ 4,138,085
\$ 3,798,125	\$ 7,936,210
\$ 4,170,610	\$12,106,820

The worst case severance scenario would result in a reduced cost savings of \$12,106,820 over a 20 year period or an average annual savings of \$605,341 This average annual savings continues to represent a significant annual savings for the Town and while maintaining future cost predictability. A best case scenario would be \$14,557,845 whereby no severances would be paid out. As noted the issue of severance may be a legally contentious one and the 'worst case scenario' is provided to Council in the interest of full disclosure and transparency, and should not be construed as an outcome that is preordained.

#### **Other External Factors - Not Quantifiable at this time:**

It is important to note that Bill 175 has received first reading in the legislature. This Bill will require municipalities to assume responsibility for waterways policing. At present Windsor is responsible for waterway policing in Windsor while Amherstburg is not. Should Bill 175 be adopted it may have significant cost implications to the Town depending on how issue is managed by the APS. The need for additional resources and potentially staff maybe necessary or APS may elect to redeploy existing resources to manage the issue. A redeployment of staff is a viable mitigation strategy that would be available however residents may experience a reduction of local police presence. The WPS proposal offers a dedicated waterway patrol within the costing that would not remove uniform patrol from Amherstburg thus maintaining a police presence in the Town.

## **6. CONSULTATIONS:**

N/A

## **7. CONCLUSION:**

Throughout this process there have been several areas of concerns that have been presented by the JPAC Committee, the community and Administration. There has been much said by members of the community that place an emphasis on the fact that “**if it ain’t broke, don’t fix it**”. On the surface one would generally tend to agree with that statement. Why would one go through the time and effort to fix something that is not broken? The answer to this question is simple; it can be argued that if the Town were to move forward with a police services contract with WPS that the Town is making great strides in becoming proactive and addressing an issue before it becomes a problem. The SWOT analysis undertaken by APS has revealed Weaknesses, Opportunities and Threats that face that organization. The WPS proposal provides opportunities in all cases to strengthen policing services in Amherstburg.

Many have suggested that Amherstburg does not need a number of the specialized services offered by WPS. Many have suggested that we do not need the technological benefits offered and the improvements associated with community and officer safety that technology brings with it. Conversely one may suggest to those making the above statements, that “why would we not want these benefits without the associated costs of doing them on our own?” In this situation it could be argued that the Town is taking steps to address a situation before it becomes “broken”, in a fiscally responsible manner. Progressive municipalities prescribe to that philosophy. Members of the general public opposed to the proposal wish to maintain what the Town presently has without recognizing that in fact the proposal does protect what the Town has at a minimum and does so in a manner that is financially responsible for the next 20 years should Council wish to do so.

In examining this situation, the Town must be considered as a leader in becoming proactive rather than reactive in addressing the policing needs of the community going forward. The Town did not do what many others in the Province have done and simply requested an OPP costing that would have resulted in a reduction in the level of service. The Town proactively established an RFP proposal that, at a minimum, maintained levels of service if not improved them. This was achieved and done so in a manner that provides financial benefits for the Town moving forward.

In order for one to be objective in reviewing what has been offered to the Town one must look at the opportunities the proposal presents to the community which are significant. This exercise has at a minimum identified what could be gained by the Town in moving forward with this proposal or what the Town may wish to focus on in the future with the APS. The proposal received by WPS is an opportunity for the Town to become proactive in the delivery of policing services and proactive in meeting its financial obligations. Regardless of the decision of Council is on this matter policing in Amherstburg will benefit as a result of this exercise. Residents are engaged and residents have been informed of the risks facing the community going forward. The WPS proposal has allowed us to do self-examination of our current service, understand

the strengths of our service and understand the opportunities we have as a Town to protect our current level of service and possibly improve upon our current service levels with an opportunity for cost containment.

*Giovanni Miceli*

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Giovanni (John) Miceli  
**Chief Administrative Officer**

**GJM**

## **Report Approval Details**

Document Title:	Police Services for the Town of Amherstburg
Attachments:	Appendices A-L
Final Approval Date:	February 21, 2018

This report and all of its attachments were approved and signed as outlined below:



**Justin Rousseau**



**Mark Galvin**



**Paula Parker**

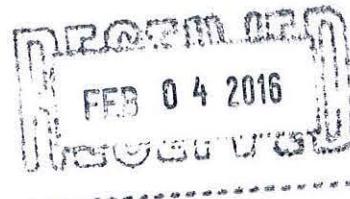


## Corporation of the Town of LaSalle

5950 Malden Road, LaSalle, Ontario, N9H 1S4  
Phone: 519-969-7770 Fax: 519-969-4469 [www.town.lasalle.on.ca](http://www.town.lasalle.on.ca)

### Office of the C.A.O.

Kevin L. Miller BES, A.M.C.T Chief Administrative Officer



February 1, 2016

Giovanni (John) Miceli  
Chief Administrative Officer  
Town of Amherstburg  
271 Sandwich St. South  
Amherstburg, ON N9V 2A5

Dear Mr. Miceli:

LaSalle Town Council at its meeting held January 26, 2016 unanimously adopted the following resolution:

32/16 That an offer to provide policing costs by the Town of LaSalle to the Town of Amherstburg BE EXTENDED to the Town of Amherstburg.  
Carried.

The resolution comes as a result of a Notice of Motion brought forward by Mayor Antaya and was supported by the LaSalle Police Services Board at its meeting of January 18, 2016.

I would be pleased to discuss the process and timing of the proposal at your convenience.

Regards,

K. Miller  
Chief Administrative Officer

c: C. Towle, Secretary LPSB  
J. Leontowicz, LaSalle Chief of Police





# THE CITY OF WINDSOR

## CHIEF ADMINISTRATIVE OFFICE

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March 2, 2015

**Mr. Giovanni (John) Miceli**  
**Chief Administrative Officer**  
c/o Town of Amherstburg  
271 Sandwich St. S.  
Amherstburg, Ontario  
N9V 2A5

Dear Mr. Miceli:

In response to your letter dated February 27, 2015 and pursuant to discussions we have had to date, the City of Windsor and the Windsor Police Service are interested in exploring a model of shared police services.

City Administration has been directed by Windsor City Council to review costing models and options to this end. It is my understanding that the Windsor Police Services Board has also supported this review; and therefore, City Administration will be working with the Windsor Police Service in this regard.

Our project lead for this matter is the Chief of Police, Mr. Al Frederick. A team of senior administrators including myself, the City Treasurer, the City Solicitor and the Deputy Police Chiefs, have been organized to work on this project.

As soon as next steps have been determined from Windsor's perspective, we will be in touch with you. In the meantime, should you wish to follow any specific course of action, please contact either Chief Frederick or myself, and we will consider this with you.

Sincerely,

Helga Reidel,  
Chief Administrative Officer

/dr

cc: Mayor Drew Dilkens  
Police Chief Al Frederick  
Onorio Colucci, City Treasurer/Chief Financial Officer  
Shelby Askin Hager, City Solicitor

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350 City Hall Square West, Suite 201 • Windsor, Ontario • N9A 6S1  
Phone: 519-255-6439 • Fax: 519-255-1861 • Email: [caodept@city.windsor.on.ca](mailto:caodept@city.windsor.on.ca) • Website: [www.citywindsor.ca](http://www.citywindsor.ca)

<b>Ministry of Community Safety and Correctional Services</b>	<b>Ministère de la Sécurité communautaire et des Services correctionnels</b>
Public Safety Division	Division de la sécurité publique
25 Grosvenor St. 12 <sup>th</sup> Floor Toronto ON M7A 2H3	25 rue Grosvenor 12 <sup>e</sup> étage Toronto ON M7A 2H3
Telephone: (416) 314-3377 Facsimile: (416) 314-4037	Téléphone: (416) 314-3377 Télécopieur: (416) 314-4037



Item 8.2b

**MEMORANDUM TO:** All Chiefs of Police and  
Commissioner J.V.N. (Vince) Hawkes  
Chairs, Police Services Boards

**FROM:** Stephen Beckett  
Assistant Deputy Minister  
Public Safety Division

**SUBJECT:** Ontario Provincial Police (OPP) Costing Moratorium

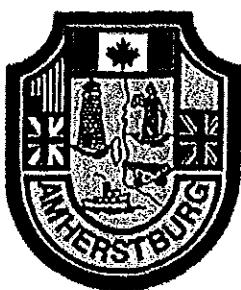
<b>DATE OF ISSUE:</b>	February 2, 2016
<b>CLASSIFICATION:</b>	General Information
<b>RETENTION:</b>	Indefinite
<b>INDEX NO.:</b>	16-0009
<b>PRIORITY:</b>	Normal

Due to inquiries received by the Ministry from the policing community, this memo confirms that the Honourable Yasir Naqvi, Minister of Community Safety and Correctional Services, authorized the lifting of the moratorium on requests for costing proposals from the OPP effective November 1, 2015.

As you are aware, section 10 of the *Police Services Act* provides that the Solicitor General may enter into an agreement with the council of a municipality or jointly with the councils of two or more municipalities for the provision of police services by the OPP.

For further information on OPP costing proposals, please visit the OPP Municipal Policing Bureau website at: [www.opp.ca/ecms/index.php?id=13](http://www.opp.ca/ecms/index.php?id=13).

Stephen Beckett  
Assistant Deputy Minister  
Public Safety Division



# The Corporation of The Town of Amherstburg

July 10, 2017

Mayor Ken Antaya  
Town of LaSalle  
5950 Malden Road  
LaSalle, ON N9H 1S4

Dear Mayor Antaya,

Enclosed please find a Request for Proposal that has been developed by the Town of Amherstburg. Our Municipal Council intends to examine all of the policing options that are allowable under the Police Services Act of Ontario to determine which option best meets the needs of our community. Further to the resolution that was passed by your Council on January 26, 2016:

*32/16 That an offer to provide policing costs by the Town of LaSalle to the Town of Amherstburg BE EXTENDED to the Town of Amherstburg*

We hope that your Council is willing to provide us with a proposal for contract policing by LaSalle Police Service that will meet, or exceed, the service levels identified in the RFP.

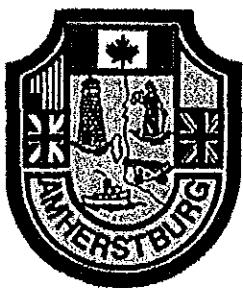
Amherstburg is also interested in exploring the possibility of amalgamating our two police services should your Council wish to reconsider the motion previously adopted. I would encourage your Council to consider this opportunity and submit a proposal with respect to this option. The RFP document identifies amalgamation as a similar but distinct process to that required for a proposal for contract policing.

We will be pleased to provide any additional information that LaSalle Council or your staff may require. We look forward to working collaboratively to ensure the process we follow is fair, transparent, and comprehensive.

Yours truly,

Aldo DiCarlo  
Mayor of Amherstburg

cc: J. Leontowicz, LaSalle Chief of Police  
Mayor Drew Dilkens  
Al Frederick, Police Chief



# The Corporation of The Town of Amherstburg

July 10, 2017

Mayors Drew Dilkens  
City of Windsor  
350 City Hall Square West, Suite 201  
Windsor, ON N9A 6S1

Dear Mayor Dilkens,

Enclosed please find a Request for Proposal that has been developed by the Town of Amherstburg. Our Municipal Council intends to examine all of the policing options that are allowable under the Police Services Act of Ontario to determine which option best meets the needs of our community. We hope that your Council is willing to provide us with a proposal for contract policing by the Windsor Police Service that will meet, or exceed, the service levels identified in the RFP.

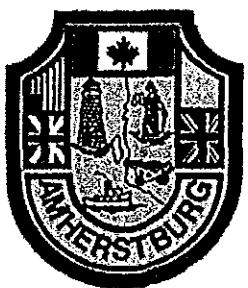
Amherstburg is also interested in exploring the possibility of amalgamating our two police services and I encourage you to submit a proposal with respect to this option as well. The RFP document identifies amalgamation as a similar but distinct process to that required for a proposal for contract policing.

We will be pleased to provide any additional information that Windsor Council or your staff may require. We look forward to working collaboratively to ensure the process we follow is fair, transparent, and comprehensive.

Yours truly,

Aldo DiCarlo  
Mayor of Amherstburg

cc: Mayor Ken Antaya  
Al Frederick, Police Chief  
J. Leontowicz, LaSalle Chief of Police



# The Corporation of The Town of Amherstburg

July 10, 2017

Marie -France Lalonde  
Minister of Community Safety and Correctional Services  
25 Grosvenor Street  
Toronto Ontario  
M7A 1N8

Dear Minister Lalonde,

Enclosed please find a Request for Proposal that has been developed by the Town of Amherstburg. Our Municipal Council intends to examine all of the policing options that are allowable under the Police Services Act of Ontario to determine which option best meets the needs of our community. We hope that your Ministry is willing to provide us with a proposal for contract policing by the Ontario Provincial Police that will meet, or exceed, the service levels identified in the RFP.

I will be pleased to provide any additional information that your Ministry may require. We look forward to working collaboratively with OPP staff members and representatives from nearby municipalities to ensure the process we follow is fair, transparent, and comprehensive.

Yours truly,

Aldo DiCarlo  
Mayor of Amherstburg

cc: Commissioner Vince Hawkes - Ontario Provincial Police



# The Corporation of The Town of Amherstburg

March 7, 2016

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

**SUBJECT:** Formal Request for Ontario Provincial Police Costing Proposal for the Town of Amherstburg

Dear Minister:

On December 15, 2014, Council for the Town of Amherstburg adopted the following motion:

That:

1. Administration BE DIRECTED to contact the OPP to obtain police costing for our municipality; and,
2. Administration BE DIRECTED to send correspondence to the surrounding municipalities to see if there is interest in shared police services.

On February 2, 2016 the Town received formal notice that the moratorium on requests for costing proposals from the OPP was lifted effective November 1, 2015. With the lifting of the moratorium on requests for costing proposals and the Council adopted motion of December 15, 2014, Town Administration is formally requesting a costing proposal from the O.P.P. for the provision of police services for the Town of Amherstburg as expeditiously as possible.

The Town is prepared to assist in any way to facilitate this request and await a timeline and procedure for receiving the costing proposal.

Sincerely,

Giovanni (John) Miceli  
Chief Administrative Officer



## ONTARIO CIVILIAN POLICE COMMISSION

DATE: 13 April 2017

CASE NAME: St. Marys' Request for Approval under s. 5(1)(6) of the *Police Services Act* to Contract with the City of Stratford/Stratford Police Service

FILE: 2017-ADJ-006

***In the Matter of the City of St. Marys' Request for Approval under s. 5(1)(6) of the Police Services Act, R.S.O. 1990, c. P.15 to Contract with the City of Stratford/Stratford Police Service***

### **ORDER**

1. The Town of St. Marys is currently policed by the Ontario Provincial Police, but is seeking to contract for services with the City of Stratford. If St. Marys was geographically contiguous to Stratford or with an area policed by the Stratford Police Service, the Town could simply contract with Stratford for policing services pursuant to s. 5(1)(4) of the *Police Services Act* (the "PSA"). Because there is no contiguity, St. Marys seeks the approval of the OCPC,

- pursuant to s. 5(1)(6) of the PSA to "...adopt a different method of providing police services".
2. For the reasons set out below, the OCPC approves St. Marys' proposal to provide police services by contracting with the City of Stratford for policing services to be provided by the Stratford Police Service, subject to receipt by the OCPC of the final agreement between St. Marys and the City of Stratford/Stratford Police Service.

**Background: Municipal Responsibilities in Relation to Providing "Adequate and Effective Policing"**

3. S.4(1) of the PSA provides: "Every municipality to which this subsection applies shall provide adequate and effective police services in accordance with its needs." Generally, the subsection applies to both upper- and lower-tier municipalities throughout Ontario.
4. Pursuant to S.5(1) a municipality must provide policing services through one of the following six methods:
- i. The council may establish a police force, the members of which shall be appointed by its police services board under clause 31 (1) (a).
  - ii. The council may enter into an agreement under section 33 with one or more other councils to constitute a joint board and the joint board may appoint the members of a police force under clause 31 (1) (a).

- iii. The council may enter into an agreement under section 6 with one or more other councils to amalgamate their police forces.
  - iv. The council may enter into an agreement under section 6.1 with the council of another municipality to have its police services provided by the board of the other municipality, on the conditions set out in the agreement, if the municipality that is to receive the police services is contiguous to the municipality that is to provide the police services or is contiguous to any other municipality that receives police services from the same municipality.
  - v. The council may enter into an agreement under section 10, alone or jointly with one or more other councils, to have police services provided by the Ontario Provincial Police.
  - vi. With the Commission's approval, the council may adopt a different method of providing police services.
5. S. 27 further requires every municipality that maintains its own police service to establish a police services board. Pursuant to s. 31, police services boards (PSBs) are further vested with responsibilities for the provision of "adequate and effective police services in the municipality".

## **Request from St. Marys, Ontario**

6. Currently, the Town of St. Marys discharges its responsibility for providing police services pursuant to s. 5(1)(5): It is party to a contract with the Ontario Provincial Police (OPP). St. Marys has a PSB, with duties largely as set out in s. 10(9) of the PSA.
7. St. Marys is seeking to terminate its contract with the OPP and enter into a new contractual arrangement with the City of Stratford. Under the proposed new arrangement, the Stratford Police Service (SPS) would provide policing for St. Marys.
8. As noted, municipalities are responsible for providing adequate and effective police services pursuant to s. 4.1 of the PSA and they may decide which method of discharging this responsibility is appropriate, whether it be maintenance of a police service, contracting with the OPP, contracting with another contiguous municipality or another method.
9. Under s. 5(1) of the PSA, municipalities generally do not require approval from the OCPC in relation to their policing arrangements. In the current situation, for example, St. Marys would be able to enter a contractual arrangement with Stratford without any OCPC approval, but for the fact that they are not geographically contiguous municipalities. Under s. 5(1)(4) and s. 6.1, contiguity is a prerequisite for contractual agreements between municipalities.

10. However, s. 5(1)(6) allows municipalities to seek OCPC approval for alternative methods of providing police services: The council "...may adopt a different method of policing with the approval of the Ontario Civilian Police Commission."

### **OCPC Process in Relation to s. 5(1)(6) Approval**

11. While s. 5(1)(6) requires OCPC approval where a municipality seeks to provide police services in an alternative way, the subsection sets out no procedural or process requirements for the OCPC to follow in considering a request. The provision does not require a hearing or a public meeting.

12. In the present case, the OCPC asked the City of St. Marys to provide a written submission setting out the proposed policing arrangement.

13. For reasons set out below, the OCPC grants approval to the City of St. Marys to enter into the proposed arrangement with Stratford. For the purpose of transparency, the OCPC has issued a public decision in relation to the approval.

14. S. 5(1)(6) does not set out any specific test for the OCPC to apply in determining whether or not to grant an approval under s. 5(1)(6). Decisions relating to provision of policing services in Ontario must be made with reference to the "adequacy and effectiveness" standard set out in the PSA.

15. However, a plain reading of the PSA places primary responsibility for providing adequate and effective police services on municipalities. As previously noted, s. 4 of the

PSA provides: "Every municipality to which this subsection applies shall provide adequate and effective police services in accordance with its needs." S. 4(2) goes on to describe minimum standards for adequate and effective policing as including: "...1. Crime prevention. 2. Law enforcement. 3. Assistance to victims of crime. 4. Public order maintenance. 5. Emergency response."

16. In addition to the broad roles of municipalities and PSBs, the "Adequacy and Effectiveness of Police Services" Regulation—O. Reg. 3/99—made under the PSA places many highly-specific responsibilities on chiefs of police in relation to the actual provision of policing in any given municipality. Further, the Minister of Community Safety and Correctional Services has a regulatory role as described in s. 3(2) of the PSA to "... (a) monitor police forces to ensure that adequate and effective police services are provided at the municipal and provincial levels".
17. Although the OCPC has a role in relation to "adequacy and effectiveness" of police services, the OCPC must be respectful of the statutory roles of municipalities, PSBs, police services themselves, and MCSCS in this same regard. The only explicit role enumerated for the OCPC in relation to "adequate and effective" is set out in s. 9(2) of the PSA. That subsection provides that if the Commission finds that a municipal police force is not providing adequate and effective police services or is not complying with the PSA or regulations, it may communicate that finding to the board of a municipality and direct the board to take the measures that the Commission considers necessary. As with s. 5(1)(6), the provision sets out no specific process that the OCPC must

follow to make a determination and provides no other guidance. In a related vein, s. 23 and s. 24 of the PSA allow the OCPC to take certain measures where a PSB or municipal police force "...has flagrantly or repeatedly failed to comply with prescribed standards of police services".

### **Decision in Relation to the Request for St. Marys**

18. After careful review of the proposal from St. Marys, the OCPC grants its consent pursuant to s. 5(1)(6) of the PSA for the Town of St. Marys to contract with the SPS for policing services. The Town of St. Marys has provided a highly-detailed proposal in support of its request for approval.
19. At the outset, it should be made clear that the OCPC has no statutory role to play in relation to St. Marys' decision to cease contracting with the OPP. Municipalities do not have to seek approval from the OCPC to contract with the OPP or terminate a contract. In any case, St. Marys indicates that it has given notice to the OPP that it is undertaking a review of alternate policing options and may not be renewing its current contract which is set to expire on December 31, 2017.
20. The St. Marys' proposal sets out a detailed explanation of why it reviewed its existing policing model. The explanation provided significant background information for the OCPC on how St. Marys came to its decision and discussed its concerns about local service levels and needs. The proposal also sets out the various options considered in relation to provision of police services. For example, St. Marys has considered establishing its own police service. This said, decisions about

how to provide policing services in local communities are primarily decisions to be made by municipalities themselves and/or their respective PSBs. Except in extraordinary situations where the OCPC's intervention is necessary pursuant to s. 9 or s. 23 or 24 of the PSA, it is generally not appropriate or necessary for the OCPC to second-guess policy and fiscal choices made by municipalities and/or PSBs in accordance with their statutory roles under the PSA.

21. In the present case, the first issue to be considered is whether or not the OCPC has the authority to approve the St. Marys proposal. The language of s. 5(1) is clear in this regard. S. 5(1)(1)-(5) set out a number of options for police services that municipalities may choose on their own without OCPC approval. S. 5(1)(6) allows municipalities to go with a different method of providing police services, provided the OCPC approves. Neither s. 5(1)(6) itself nor any other provision of the PSA or the regulations set out any restrictions or limits, whatsoever, on the "different methods" that may be approved pursuant to the subsection.

22. In the absence of any statutory or regulatory guidance for the OCPC in making a decision under s. 5(1)(6), the OCPC has considered whether or not, on its face, the St. Marys/Stratford proposal would violate the PSA or fail to constitute "adequate and effective" policing. The most important feature considered in this regard is the confirmation by St. Marys and the proposed contract police service, the SPS, that delivery of police services in St. Marys will be fully compliant with O. Reg. 3/99, Adequacy and Effectiveness of Police Services. Following the takeover of policing by the SPS, the SPS will obviously remain bound by all provisions of the

PSA and its regulations in relation to all of its activities, in both Stratford and St. Marys. This means that the SPS will continue to be subject to oversight by MCSCS and will have to maintain compliance at all times with O. Reg. 3/99 and all other applicable standards. The OCPC's approval of the St. Marys proposal is contingent on this commitment to ongoing compliance with O. Reg. 3/99 by the SPS.

23. Given the lack of contiguity between St. Marys and Stratford, the proposal notes that "...there is a natural concern that responses to calls for service will be delayed". The proposal goes on to indicate that St. Marys is currently served by an OPP detachment located 20.1 KM away from St. Marys, while the Stratford police headquarters is 20.3 KM away. The proposal further indicates that the SPS would have an officer stationed in St. Marys at all times, while the OPP does not necessarily have an officer in town at all times. St. Marys has clearly turned its mind to the issue of response time and considers policing by the SPS to provide for response times which are adequate.

24. The proposal makes note of public support for the initiative to contract with the SPS. The proposal indicates that a public meeting was held in January 2017 to discuss the contracting proposal. The proposal also indicates that councillors believe the change to be well-supported. The central point, from the perspective of the OCPC however, is that the decision on contracting with SPS is made by the St. Marys Town Council, the duly-elected representatives of the people of the Town. As noted previously, s. 4 of the PSA provides: "Every municipality to which this subsection applies shall provide adequate and effective police services in

- accordance with its needs.” Broad decisions about how to provide policing services are clearly those of municipalities.
25. Finally, St. Marys’ proposal notes the financial risk of a significant policing event, such that St. Marys would be required to pay additional fees to the SPS. The decision that the financial risk is manageable is a decision that is solely and squarely within the ambit of the municipal government. The OCPC has no role to play in this regard and takes no position on the issue.
26. The OCPC notes that under the St. Marys proposal, a Community Policing Advisory Committee (CPAC) would be established. The CPAC would be established and appointed by St. Marys. The CPAC would meet monthly with the Chief of the SPS and would have a role akin to that of the current St. Marys’ Board under s. 10(9) of the PSA. Establishment of a CPAC would also be analogous to the appointment of an advisor under s. 6.1(2) of the PSA.

Under s. 6.1(2) of the PSA, a contiguous municipality contracting with a neighbouring police service would be entitled to appoint a person to advise the neighbouring board about objectives and priorities. The OCPC does not object to the proposal to create a CPAC, with the proviso that the principles in s. 6.1(3) and (4) should be applied when creating the CPAC, e.g., the term of office for members of the CPAC should not exceed the term of office of the council appointing the members.

Of greater significance, the document establishing terms of reference for the CPAC should be consistent with the PSA in

relation to restrictions on interference with day-to-day operations. For example, similar to s. 31(4) of the PSA, it should be made clear that the role of the CPAC is not to direct, or purport to direct, the chief of police with respect to specific operational decisions or day-to-day operations. Similar to s. 31(3), it should be made clear that the CPAC and individual members of the CPAC may not give orders or directions to other members of the SPS.

27. The OCPC therefore approves the proposal put forth by St. Marys to adopt a different method of policing pursuant to s. 5(1)(6) of the PSA subject to the receipt by the OCPC of the final agreement between St. Marys and the City of Stratford/Stratford Police Service.

**DATED** at Toronto, this 13<sup>th</sup> day of April 2017.

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D. Stephen Jovanovic  
Associate Chair

**COMPARATIVE ANALYSIS  
OF THE  
AMHERSTBURG POLICE SERVICE  
AND THE  
POLICING PROPOSAL  
FROM THE  
WINDSOR POLICE SERVICE**

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**Background:**

The Town of Amherstburg decided to consider its policing options as allowed by the Police Services Act of Ontario (PSA) and a recent decision of the Ontario Civilian Police Commission. Section 6.1 of the PSA allows a municipality to contract for police service delivery from another municipality providing they have a contiguous boundary. In a recent decision, the Commission exercised its authority, under section 5.6 of the PSA, to allow the Town of St. Mary's to obtain contract policing from the Stratford Police Service, even though the two municipalities do not have a contiguous boundary. Based on these authorities, Amherstburg Town Council issued a Request for Proposals (RfP) to the three agencies that could practically provide policing to the Town. The Town of LaSalle and the City of Windsor each had two available options including; amalgamating their police services with the Amherstburg Police Service (APS), and providing police service under contract. Contract policing by the Ontario Provincial Police (OPP) represented the fifth available option.

The Town developed a comprehensive RfP document that specified, in detail, the level of service indicators that needed to be addressed in a submission for police service. The overriding principle was to treat this process the same as any other municipal examination of service delivery options. That is, the Town determined the basic service standards that must be met, quantified them as clearly as possible, and then distributed a RfP to all qualified potential respondents. The process is well defined and transparent with all potential respondents treated equitably.

The RfP document was developed by the Joint Police Advisory Committee which engaged a consultant, Michael Mitchell of MPM Consulting, to work with them. It was based, in large part, on the Process Guidebook for the Review of Policing Options (2012) which was developed by the Ontario Association of Chiefs of Police after thorough consultation with the policing community and the Province. The Committee ensured that the RfP document included all of the operational and organizational information requested by the OPP when that organization develops a proposal to assume policing responsibility from a municipal police service. It provided a template which could be followed by respondents. After the RfP was issued, a meeting was scheduled so that all interested parties could ask questions and seek clarification concerning the RfP as well as the process which would be followed. The session also included a tour of the Amherstburg Police Building.

LaSalle declined the opportunity to respond to the RfP with either an offer of amalgamation of police services or a contract proposal. Surprisingly, the OPP did not submit a proposal even though they had previously expressed interest in providing a cost estimate for policing Amherstburg. Although Windsor did not submit a proposal for amalgamating police services, the City did submit a detailed proposal for contract policing of the Town. This report provides a

comparative assessment of this Windsor contract policing proposal with the existing policing in Amherstburg.

In order to provide an adequate, comprehensive response that met the requirements detailed in the RfP, Windsor provided information on each of the three main elements Amherstburg Council would need to make an informed decision with respect to police service delivery. Specifically, the level of local civilian oversight of policing in the Town, the level of service that would be provided, and the annual costs. This report provides a comparative analysis of the first two elements. Municipal staff completed a comparative evaluation of costs.

**Local Civilian Oversight:**

Local control and accountability for policing is an important, and often overlooked, component of the important factors to consider when making a decision on police service delivery. Except for responsibilities specifically and legislatively delegated to the OPP, such as enforcement on provincial highways, policing in Ontario is a municipal responsibility. Over time the number of municipal police services in Ontario has declined dramatically due to; municipal restructuring, police service amalgamations, policing contracts between municipalities, and contracts with the OPP. Each of these options alters local civilian oversight in different ways.

Currently the APS is governed by the Amherstburg Police Services Board. The powers and responsibilities delegated to the Board under the Police Services Act include; establishing the annual budget, setting corporate policy, hiring the Chief of Police and monitoring his or her performance, and developing the business plan. No other policing option provides this level of local control or responsibility for a municipality and its' Council.

If Windsor was to provide contract policing to Amherstburg, the administration of the WPS would continue to be the responsibility of the Windsor Police Services Board (WPSB). The membership of the WPSB consists of the Mayor of Windsor, one (1) member of Council, two (2) Provincial appointees and one (1) community representative appointed by Windsor City Council who is neither a council member nor an employee of the City of Windsor.

The WPS submission identifies the introduction of an advisor but does not clearly identify what role this advisor might play on the WPSB. It appears that this is a significant element to be negotiated and clearly defined in any policing contract that is developed. The contract itself would represent the most tangible method for the Town to ensure that the service levels identified in the RfP and the WPS response will be maintained throughout the term of the contract.

The WPS proposal does highlight the consultations that the Staff Sergeant in Amherstburg would maintain with Amherstburg Council and the community the police serve. The WPS would create a singular job description for this position to reflect the unique functions that this Staff Sergeant would perform. These responsibilities would require his or her attendance at all Council meetings and Senior Management Team meetings. These are elements of local oversight that would be codified through inclusion in the contract.

**Level of Service:**

The submission from Windsor is structured to replicate, as closely as possible, the existing police service delivery for Amherstburg and maintain the existing level of service for the term of the contract. Because of organizational differences there are still some areas of difference which will be identified in this report

*Staffing*

The most important component of any police service is its uniformed, civilian, and auxiliary members.

In a contract with Windsor, the complement would be reduced by one with the Chief of Police and the Deputy Chief positions being eliminated, and a Staff Sergeant position being added. All existing staff would become part of the Windsor Police Service. All members, except the senior command, would maintain their rank/position and seniority and would continue to serve in Amherstburg, including the auxiliary officers. Unless a member prefers to transfer to the City or qualifies for a promotion, the formal Windsor proposal specifies that none of the current APS members would be moved from the Town in the first three years. Subsequent to issuing the proposal, representatives from the WPS have committed to extending this obligation for the entire term of the contract. The auxiliary officers would continue to focus their efforts on duties and special events in Amherstburg.

All uniformed members would continue with their current workload responsibilities. For the public the most important aspect of this is the continuation of the existing platoon structure. In APS there are four platoons which are on duty for twelve hour shifts during which they respond to all calls for service. Each platoon consists of four constables supervised by a sergeant. These officers along with those in the specialized units have consistently ensured that Amherstburg ranks as one of the safest municipalities in Canada every year.

Supervision would alter with the changes in supervisory ranks. Senior supervision is currently provided by the Chief and Deputy when they are onsite. In addition, they are both available for call back to priority occurrences when they are off duty, although this seldom occurs. The WPS proposal adds a Staff Sergeant who would oversee policing in Amherstburg. This officer would provide supervision when on duty. Each platoon in Windsor is supervised by a Staff Sergeant to whom the platoon sergeants in Amherstburg would report. In effect, there would be an enhanced level of uniform supervision outside of the hours that the senior command is normally available.

### *Policing Delivery*

The WPS would maintain the existing zone structure which divides Amherstburg into two distinct zones. Statistical information would be maintained separately so that Amherstburg officials can continue to monitor the crime, traffic, and general occurrences in the Town, including data contained in the annual report from the Chief of Police to the Police Services Board. The Business Plan could also be structured to reflect priorities in Amherstburg which will be substantially different than those in Windsor. Proposed staffing levels would be sufficient to maintain the existing response policies and the minimum platoon staffing level currently maintained by the APS. The WPS would be able to monitor response times for priority calls.

The APS provides almost all of the expertise required to respond to the workload in the Town. Officers are well trained and possess the knowledge required to effectively resolve the occurrences which require police involvement. At the same time, the APS devotes significant staff time to proactive initiatives to enhance public safety. A detailed list of services currently received by the public in Amherstburg is included in the RfP document.

The WPS would provide a highly comparable level of service. It also offers a significant number of specialized services, including canine teams on each platoon, a full time emergency services unit, and a number of highly trained investigative units. These types of highly specialized services have seldom been required in Amherstburg. Normally, specialized services can be obtained from the OPP at no additional cost. The major difference would be that the WPS can supply them more expeditiously because of the proximity of the City to the Town.

### *Current Specialized Policing Units*

The Windsor proposal continues the local specialized functions currently performed by individual units in the APS. For example, a separate traffic unit would be maintained in the Town and it would continue to use the Town's traffic signs as part of its road safety program. Likewise, the community service officer, criminal investigators, forensic identification officers, and the mental health liaison program would continue. The current model of officer deployment for APS specialized units would continue. If needed, they would be assisted by officers in specialized units working in Windsor.

### *Waterways Policing*

Amherstburg is not currently responsible for waterways policing while Windsor is. However, the APS maintains a boat and has five specially trained officers who occasionally operate it during special events. Bill 175 received first reading in the Provincial Legislature on November 2 of this year. Among other things it includes a major revision to the Police Services Act. Section 10 (6) of this draft legislation obligates police services boards to provide policing on all navigable bodies

of water in the areas for which they have policing responsibility. Regardless of which police service polices Amherstburg, this is a potentially new responsibility that will have to be treated with a higher level of priority. At this time it is impossible to project what the cost implications of this new obligation will be for the APS. The WPS is already responsible for waterways policing and would need to expand its current patrol zone. APS would have to establish and staff a waterways policing program.

#### *By Law Enforcement*

The WPS does not enforce most bylaws in the City. The proposed staffing level for Amherstburg would allow the WPS to continue enforcing the bylaws in Amherstburg which are currently the responsibility of the APS. This would be a contractual obligation.

#### *Training*

The current APS staff members are extremely well trained. This standard would continue to be met, primarily through access to the WPS training facility. This facility is already used by uniformed members of the APS for many training programs.

#### *Communications*

Effective, reliable radio communications are essential for police services. Currently the APS receives dispatch service from the LaSalle Police Service. Beginning in 2018 the APS will be dispatched by the WPS. The Town will still receive superior radio communications at a substantial cost savings. The testing is complete and the WPS will be able to provide effective 911 call answer and all required dispatch service in Amherstburg. Although the existing APS radio equipment differs from that used by the WPS, it is compatible and will continue to function effectively to the end of its useful life.

The WPS radio system employs state of the art digital, encrypted technology. In addition, communicators will be aware, at all times, of the location of all on duty officers and their vehicles due to the GPS capability of the system.

Administrative calls to the police would continue to be handled by the existing civilian members who would still be stationed in the Amherstburg police building. After hours, a phone for the public, located at the building, would provide immediate contact with the communication staff serving at the Windsor Police Headquarters.

#### *Amherstburg Police Building*

The current police building would continue to be open to the public during working hours on Monday to Friday. The public could continue to visit in order to obtain information and services

such as accident reports and volunteer checks. All existing staff would be stationed at the building with the exception of the Chief of Police and the Deputy Chief. A Staff Sergeant would be permanently assigned to the Amherstburg Police building to act as the primary liaison between the WPS, the local community, and Amherstburg Council. It would still house specialized equipment such as that used for forensic identification and breathalyser testing. The use of existing cells, which is limited, would continue as would the current arrangement to transfer prisoners who must be housed overnight to the Windsor Police building.

#### *Vehicles*

The existing fleet will be assumed by the WPS wherever possible. Replacement vehicles would be all wheel drive. Though vehicles would be rotated from the City to the Town in order to control mileage on each vehicle, those assigned in Amherstburg would have distinctive marking identifying them as police vehicles stationed in the Town.

#### *Equipment*

Officers in the APS are extremely well equipped. This would continue with the equipment such as protective vests being converted to the WPS standard to ensure continuity between all officers. The only equipment currently used by officers in the APS that would be phased out would be the body cameras and the non lethal shotguns currently used by the APS but not supported by the WPS. It is possible that the WPS will conduct a test on body worn cameras as a prelude to their introduction if the test results are positive. The costs associated with maintaining non-lethal shotguns for use in Amherstburg should be minimal and would not obligate the WPS to expand their usage into the City.

#### *Technology*

Most of the technology used by the APS would continue to be employed in a contract situation. The WPS employs some other technologies that would be introduced to improve the police operations in Amherstburg. For example, patrol officers use in car scanners that can read any government issued ID card as well as E-ticket printers that automatically populate core information on tickets. For the public, the WPS employs a crime mapping system that provides maps of the City and identifies the crime patterns by area which can be viewed by the public on the WPS website. This system would be extended to the two patrol zones that will be maintained in Amherstburg.

Any future technological innovations or upgrades introduced by the WPS would automatically be applied in Amherstburg at a reasonable cost due to the economy of scale available to a large organization.

*Liabilities*

Upon commencement of a policing contract, Amherstburg would remain responsible for all existing police liabilities, after which the WPS and the WPSB would assume responsibility for any liabilities incurred by police members working in Amherstburg. This would include quantifiable items such as those pertaining to post retirement benefits. As well, liabilities for operational responsibilities, such as waterways policing, would become WPS responsibilities.

**CONCLUSION:**

Amherstburg currently receives an extremely high level of police service and is one of the safest municipalities in Ontario. The proposal from Windsor to assume contract policing of Amherstburg is structured to replicate as closely as possible the existing organizational structure and service levels. The transition to contract policing would require the disbandment of the Amherstburg Police Service and the dissolution of the Amherstburg Police Services Board. Regular oversight for policing in the Town would revert to the Windsor Police Services Board. Local control of policing in the Town would be undertaken by the Amherstburg Municipal Council which is the signatory to the contract. Council would assume responsibility for ensuring that the terms of the contract are met.

The organization for policing the Town would remain similar with the Chief of Police and Deputy Chief positions eliminated and a Staff Sergeant position added. The Windsor proposal obligates the WPS to maintain the remainder of the existing police organization intact with the public still able to have access to the police staff at the police building in Amherstburg. Functions performed by the WPS for the APS would continue in a contract situation with the most significant benefit arising from the ability to readily access the strengths of the WPS infrastructure, most particularly the numerous specialized services described in the Windsor proposal. These include:

- Canine units (24/7)
- Emergency response (tactical) unit (24/7)
- Explosives disposal
- Crime scene/forensic expertise
- Collision reconstruction
- Crime prevention expertise
- Enhanced training/professional development opportunities
- State of the art technology and technical support
- Certified crisis negotiators

Policing by the WPS would continue the existing public access to the police currently available to citizens from the APS. In addition, members of the public would be able to report to the police, and access services, electronically. These programs include online:

- Crime reporting
- Police records checks
- Traffic complaints
- Autism registry
- Vulnerable persons registry

- Bicycle registry
- Sexual assault reporting
- Media portal
- Interactive crime reporting

Electronic reporting and services would be provided on a voluntary basis. All calls for service originating in Amherstburg would result in a response from uniformed officers if requested.

**Recommendations:**

The comparative analysis completed by MPM Consulting concludes that the proposal submitted by the City of Windsor to provide contract policing to the Town of Amherstburg, adequately addresses the criteria included in the RfP. The WPS would provide a level of service comparable to that currently received by the public in Amherstburg. A contract for policing would need to include all of the commitments identified in the Windsor proposal. Subsequent to discussions of the committee it is recommended that in addition the contract would need to specify that:

1. Amherstburg Council would appoint the Mayor of Amherstburg (or designate) as its community representative to the Windsor Police Services Board.
2. The unique job description for the staff sergeant assigned to Amherstburg would specify the requirements for that officer, or the officer acting as a temporary replacement, to attend all Council meetings and all meetings of the Senior Management Team.
3. No member of the APS would be transferred to the City unless he or she requested the transfer, or it was made for promotional purposes. This stipulation should pertain to the full term of the contract.
4. The existing police zone structure in Amherstburg would continue. Any change to the zone structure in the future would require approval from the Town of Amherstburg Council.
5. Operational data for Amherstburg and its two zones would be maintained separately and reported to The Town of Amherstburg Council on a quarterly basis, in the WPS Annual Report and as part of the Business Plan.
6. The deployment of non-lethal shotguns to police officers serving in Amherstburg would continue.
7. The WPS would continue to enforce Amherstburg municipal by-laws which would be listed in the contract.
8. That the contract for policing be established for a period of at least ten years to ensure a period of certainty and stability for both the Town of Amherstburg and the City of Windsor.

9. The timeframe for the communications contract should mirror the multi-year term of the policing contract.
10. Windsor Police Services Board will provide adequate policing at all special events held in the Town of Amherstburg.

WPS & APS LEVEL OF SERVICE Comparative

TYPE OF SERVICE	WPS			APS		
	In Base Cost and Delivered	Externally Provided	EXPLANATION OF EXTERNAL	In Base Cost and Delivered	Externally Provided	EXPLANATION OF EXTERNAL
	✓	No Cost ✓		✓	No Cost ✓	
<b>PART A: CRIME PREVENTION</b>						
Crime prevention initiatives	✓			✓		
Community partnerships	✓			✓		
Community safety audits	✓			✓		
Problem-oriented policing	✓			✓		
Crime analysis	✓			✓		
<b>PART B: LAW ENFORCEMENT</b>						
<b>Criminal Investigation</b>						
Criminal investigation management plan	✓			✓		
General criminal investigation procedures	✓			✓		
Spousal assault occurrences	✓			✓		
Offences involving firearms	✓			✓		
Hate/bias motivated crime	✓			✓		
Missing persons' cases	✓			✓		
Property offences including break and enter	✓			✓		
Homicide Investigations	✓			✓		
Sexual Assault & sexual offences investigations	✓			✓		
Criminal harassment investigations	✓			✓		
Robbery Investigations	✓			✓		
Stolen or smuggled firearms Investigations	✓			✓		
Hate propaganda investigations	✓			✓		
Vehicle theft investigations	✓			✓		
Child abuse investigations	✓			✓		
Elder/vulnerable adult abuse Investigations	✓			✓		
Illegal gambling investigations	✓			✓		
Drug investigations other than simple possession	✓			✓		
Fraud/false pretense investigations	✓			✓		
Proceeds of crime investigations	✓			✓		
Youth crime investigations	✓			✓		
Internal task forces	✓			✓		
Multi-jurisdictional major crime case management	✓			✓		
Joint Forces operations	✓			✓		
Criminal Intelligence	✓			✓		
Informants and Agents	✓			✓		
Witness Protection	✓			✓		OPP
Monitoring police responses to specific occurrences	✓			✓		
Checklists and other supports	✓			✓		
<b>Investigative Supports</b>						
Scenes of crime support 24 hours per day	✓			✓		
Technical identification support 24 hours per day	✓			✓		
Physical surveillance	✓			✓		
Electic interception and video/photographic surveillance	✓			✓	✓	We have photographic surveillance capabilities. The balance would go to the OPP
Polygraph	✓		Delivered through existing contract with outside provider	✓		OPP
Canine tracking support 24 hours per day	✓			✓		OPP
Behavioral Science Services	✓	✓	Delivered through existing contract with outside provider	✓		OPP
Technical collision investigation support 24 hours per day	✓			✓		
Technical collision reconstruction support	✓			✓		
Breath analysis 24 hours per day	✓			✓		
Traffic management & enforcements	✓			✓		
Police Pursuits	✓			✓		
Mentally ill persons	✓			✓		
Arrests	✓			✓		
Bail and Violent Crime	✓			✓		
Searches of the Person	✓			✓		
Search of the Premises	✓			✓		
<b>PART C: VICTIM ASSISTANCE</b>						
Victim Assistance	✓			✓		
<b>PART D: PUBLIC ORDER MAINTENANCE</b>						
Public Order Units		✓	Will be delivered through existing contract with outside provider	✓	✓	OPP
Police action at labour disputes	✓			✓		

TYPE OF SERVICE	WPS			APS		
	In Base Cost and Delivered	Externally Provided	EXPLANATION OF EXTERNAL	In Base Cost and Delivered	Externally Provided	EXPLANATION OF EXTERNAL
	✓	No Cost ✓		✓	No Cost ✓	
<b>PART E: EMERGENCY RESPONSE SERVICES</b>						
Perimeter control and containment	✓			✓		
Tactical units	✓			✓		OPP
Incident command	✓			✓		
Crisis negotiation	✓			✓	✓	We have a trained in-house negotiator and will use OPP if required
Disaster response	✓			✓		
Explosive disposal services	✓			✓		OPP
<b>PART F: ADMINISTRATION AND INFRASTRUCTURE</b>						
Business and operational planning	✓			✓		
Human Resources	✓			✓		
Supervision of members	✓			✓		
Skills development and learning	✓			✓		
Financial management	✓			✓		
Records Management	✓			✓		
Fleet Management	✓			✓		
General Marked patrol automobiles	✓			✓		
Police Facilities	✓			✓		
Radio communication	✓			✓		
Property and evidence control	✓			✓		
Prisoner care and control	✓			✓		
Corporate Services	✓			✓		
Media and Public Relations	✓			✓		
Court case management	✓			✓		
Court Security	✓			✓		
Auxiliaries and volunteers	✓			✓		
Equipment	✓			✓		
<b>OTHER SERVICES:</b>						
Provincial Offences Act issue	✓			✓		
By-law Enforcement issues	✓			✓		

# Amherstburg Police Service



**2017 - 2019 Business Plan**



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## 2017 - 2019 Business Plan



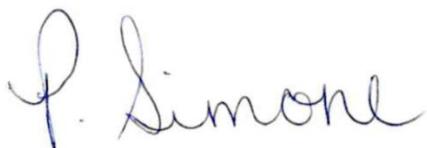
# MESSAGE FROM THE CHAIR AND CHIEF OF POLICE

As the Chair of the Amherstburg Police Services Board and the Chief of Police, we are pleased to present the Amherstburg Police Service 2017-2019 Business Plan. This Plan is a result of the Board, the Service and citizens coming together to identify the needs and expectations of this great community.

The plan confirms our commitment to our mission to be a first class police service, working in partnership with our diverse community, for the benefit of all.

As leaders of this organization we are committed to the perpetual examination of our operations and service delivery in order to identify efficiencies. Our goal is to continually improve the service we provide to ensure the safety and well-being of the citizens of Amherstburg.

We would like to acknowledge the efforts of all our community and policing partners for their help in developing this plan.



Patricia Simone, Chair  
Amherstburg Police Services Board



Timothy Berthiaume, Chief of Police  
Amherstburg Police Service



## 2017 - 2019 Business Plan



# Amherstburg Police Service

## OUR MOTTO

***“People—Just Like You”***

## OUR MISSION

**To be a first class police service, working in partnership  
with our diverse community, for the benefit of all**

## OUR CORE VALUES

**We will achieve our mission through dedication to the following core values:**

**Integrity in Everything We Do**

**Commitment to Helping Victims  
of Crime**

**Openness and Accountability**

**Commitment to Crime Prevention**

**Our Strength is Our People**

**Commitment to Community  
Partnerships**

**Respect for All Persons**

**Commitment to Continuous**

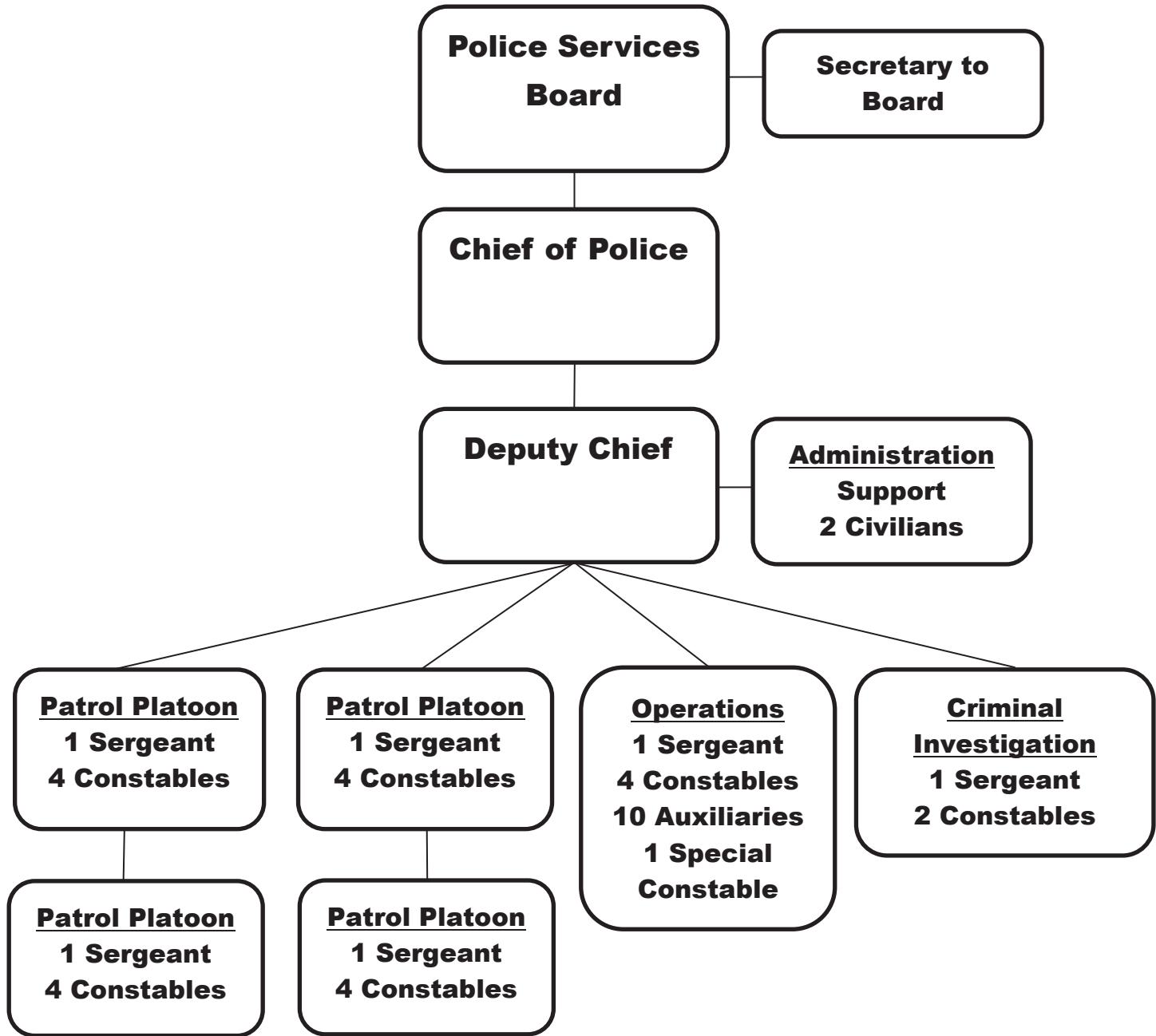
**Fair and Consistent Law Enforcement**



## 2017 - 2019 Business Plan



# Organization Chart



## 2017 - 2019 Business Plan



# Our Organization

## Adequate and Effective Policing

### **Police Services Board**

The Amherstburg Police Services Board is formed under the authority of the *Police Services Act* of Ontario. The Board is comprised of five members. These include the Mayor, a member of Council, a local citizen appointed by Council and two provincially appointed members. A Chair and Co-Chair are designated each year. The Board holds regular public meetings monthly. The location varies but it is usually held at the Amherstburg Police Service facilities.

The Board is responsible for ensuring the provision of adequate and effective police services, establishing policies for the effective management of the police service, recruiting and appointing the Chief and Deputy Chief of Police, reviewing administration of the complaints system and other requirements as outlined in the *Police Services Act*.

### **Administration**

The administration of the Service is currently comprised of a Chief of Police and a Deputy Chief of Police. The duties of the Chief of Police and the administration team are to administer the police service, oversee its operation in accordance with the objectives, priorities and policies established by the *Police Services Act* and the Board. The *Police Services Act* requires the Service to police the municipality in a manner reflecting the needs of the community, maintain discipline, ensuring that community-oriented policing is provided and administer the public complaints system in accordance with the Act. Numerous monthly and annual reports for the Board and the Province are produced to ensure the Service is being managed properly as required by the Act.



## 2017 - 2019 Business Plan



# Our Organization

## **Operations Sergeant**

The Service has one Operations Sergeant. His areas of responsibility include overseeing of special events; Auxiliary Police; the Traffic Branch; Core Officer; Community Services; building maintenance; training, the Marine Unit; and health and safety.

## **Uniform Patrol**

Uniform patrol is under the direction of the Deputy Chief and consists of sixteen Constables and four Sergeants. These officers work a 12-hour shift system providing 24-hour coverage, 365 days a year. The responsibility of Uniform Patrol is to respond to calls for service, investigate motor vehicle collisions; preserve the peace; prevent crimes; provide assistance to citizens and victims of crime; apprehend criminals and other offenders; lay charges and participate in prosecutions; execute warrants; enforce by-laws; and perform other lawful duties as assigned.

Due to our status as a smaller police service, many of our Uniform Patrol members are highly trained generalists who have added responsibilities and expertise. This includes, but is not limited to:

Fully Trained Identification Officers

Scenes of Crime Investigators

Sexual Assault Investigators

Child Sex Investigators

Collision Analysts and Scene Investigators

Coach Officers

Domestic Violence Officers and a Coordinator

Drug Investigation Specialists

Fraud Officers

Major Case Management Specialists

Intoxilyzer Operators

Marine Unit Officers

Motorcycle Unit Officers

Bicycle Riding Officers

Training Officers and more

A commitment to career development and job enrichment see officers rotated into specialized units such as Community Services and Criminal Investigations. As these positions require specialized training, officers who are rotated back into uniform duties bring all their advanced skill sets with them. This allows for greater flexibility on patrol duties to handle a wide assortment of calls which normally would be reassigned back into such areas as Criminal Investigations Branch (CIB).

# Our Organization

## **Community Service Officer**

The Community Service Officer (CSO) is under the direction of the Operations Sergeant. The CSO's major responsibilities include development, coordination and delivery of educational programming to students at our eight elementary schools and two high schools. This also includes the Values Influences & Peers (VIP) Program to Grade 6 students. The CSO Officer coordinates and delivers relevant presentations to various other organizations and events all year throughout the community. The position administers prevention programs such as the VIP Program. This officer sits on, and participates in, many committees within the town and in the county. This position also has numerous other responsibilities such as the Parks Watch Program. Parks Watch utilizes civilian volunteers to patrol the numerous parks in our community to observe and report back vandalism or suspicious activity. On occasion this position will also back up the Uniform Patrol Officers or cover a shift when there is a shortage.

## **Traffic Branch**

The Traffic Branch consists of two Constables who report to the Operations Sergeant and are tasked with targeted traffic enforcement in problem areas and to generally make traffic enforcement their priority. They also back up the Uniform Patrol Officers on calls for service and on occasion will cover a patrol shift that is short staffed. They also act as a resource to the Town's Traffic Committee.



## **2017 - 2019 Business Plan**



# Our Organization

## **Core Officer**

This position is held by a Senior Constable under the direction of the Operations Sergeant. This officer's salary is partially recovered from the Province. The major responsibilities of this officer is to patrol the downtown core, develop a rapport with the businesses and the youth of our community and to patrol Navy Yard Park to ensure vandalism is held in check. The officer is sometimes deployed at night for surveillance and is also a back-up to the regular patrol officers. Due to the high visibility of this position, this officer is usually the first contact visitors have with our Police Service.

## **Training**

The Police Service does not maintain a full time training branch, however, six officers have training expertise in various aspects of policing and perform some training duties. These include a Firearms/Defensive Tactics Instructor; a CPR/First Aide instructor; Radar; Communicable Diseases; and Coach Officers. We use a multi-faceted approach to training. Some training is conducted in-house or in a cooperative effort between the Amherstburg and LaSalle Police Service. Some training is done for us by Windsor Police Service on a contract basis. In addition, some training is also done for us by the OPP. Both the Ontario Police College and Canadian Police College also are utilized extensively. We are also members of the Ontario Police Video Training Cooperative . This Cooperative allows our members to avail themselves of up-to-date training videos.

Facilitation of Training is under the domain of the Operations Sergeant.



## **2017 - 2019 Business Plan**



# Our Organization

## **Auxiliary Police**

The Auxiliary Unit consists of nine Auxiliary Constables and one Auxiliary Sergeant. The Auxiliary Unit falls under the auspices of the Operations Sergeant. These members are community volunteers who undertake a fairly extensive training program and then volunteer many hours riding along with Uniform Patrol officers and providing much needed assistance at dozens of community events, parades and the many functions to which the Town of Amherstburg plays host. They are a valuable resource to the Service and our community. Most members serve a minimum of five years in the unit before moving on to other life goals.

## **Criminal Investigation Branch**

There are two Detective Constables and one Detective Sergeant assigned to this branch as Criminal Investigators. Their major responsibilities include investigation or overseeing the more serious criminal offences and cases where circumstances indicated a strong possibility of foul play. They are tasked with maintaining and developing informants; conducting witness and suspect interviews; crime scene investigation; collecting evidence; obtaining and executing search warrants; arresting suspects; preparing crown briefs; attending court; and, when required, conducting surveillance.



## **2017 - 2019 Business Plan**



# **Facilities**

## **Facilities**

The Amherstburg Police Service maintains one police facility located at 532 Sandwich Street South, in the Town of Amherstburg Ontario.

This building has a front public entrance with security access controls, and is open to the public for personal service between the hours of 8:00 AM and 4:00 PM during regular business days. During the off hours there is a doorbell the public can ring and if a police member is in the building they will respond. If no one is in the building there is a red telephone on the wall of the outer lobby which has a direct connection to dispatch and directions for its use.

This facility is a 9519 square feet one level building. It is a modern and effective building with adequate space for the 34 people working out of this site. The building is adequately heated and air conditioned in season. All requirements of the provincial building, fire, as well as health and safety codes are maintained. All requirements of the *Police Services Act*, such as lock up facilities; interviewing facilities; change rooms and lockers; washroom facilities; the security system; secure property and records rooms; office space for employees; first aid equipment; and other requirements are in compliance with legislation. In December, 2009, Policing Standards Ontario Inspectors conducted an in-depth review of the police facility. Their report indicated all aspects of the facility to be adequate and in compliance with all legal and policy requirements. In addition, the *Workplace Violence Act* came into legislation in 2010. The Act required a secure room for all workplaces in Ontario to allow for protection in the event of a domestic violence incident which occurs in the workplace. Although all police services are well placed for security (i.e. cameras, alarms etc.), the Service still designated a room as a "secure room". To this end, dead bolts were placed in the CPIC/Community Services Office which can be locked only from the inside.

The Joint Health and Safety Community perform monthly inspections of the building and submit written reports on any areas of concern or requiring repair. All work orders are submitted promptly and repairs are made.

# Our Core Functions

Legislated core functions can be found in O.Reg. 3/99 ADEQUACY AND EFFECTIVENESS OF POLICE SERVICES under *Police Services Act*, R.S.O. 1990, c.P.15

There are six Core Functions necessary to ensure the adequate and effective policing;

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

These core services are delivered to the community by members of the Amherstburg Police Service, either by direct means, or through contracting out, as provided for the Adequacy Standards Regulation.



## 2017 - 2019 Business Plan



# The Community We Serve

## **Community**

Steeped in historic charm and situated on the banks of the Detroit River at the mouth of Lake Erie, Amherstburg is one of the oldest towns in the Province of Ontario. The unique, centuries old buildings and lovely waterfront setting make Amherstburg the perfect scenic getaway. Identified as a "War of 1812" community, it has an interesting history going back as far as 1796 when Fort Malden was established. At the same time, it has many modern amenities making it an unforgettable destination. There is much to see and do in Amherstburg including the Fort Malden Museum, the Fort Malden Historic Site, the Park House Museum, Amherstburg Navy Yard National Historic Site of Canada, and the Amherstburg Freedom Museum. There are many wonderful parks where one can stroll along the waterfront. Amherstburg is also home to the beautiful Bob-lo Island. It was formerly an amusement park enjoyed by many from the Windsor and Detroit area for years. It is now residential and features beautiful homes in a spectacular setting. There are many exceptional restaurants in Amherstburg as well.

Amherstburg was voted as the *2015 People's Choice Winner; Great Places in Canada*. With many beautiful gardens, Amherstburg was recognized as a *Communities in Bloom 5 Bloom* winner in 2015 with special floral and heritage features.

In 2016 Amherstburg won an award from Ontario Parks Association for BEST container plant and hanging baskets.

Amherstburg also ranked as the Safest Community by Statistics Canada four out the five past years.



## **2017 - 2019 Business Plan**



# Statistics

## Provincial Offences

	2013	2014	2015
<b>Traffic Offence Charges</b>	<b>1680</b>	<b>1733</b>	<b>2322</b>
<b>Liquor Offence Charges</b>	<b>46</b>	<b>49</b>	<b>32</b>
<b>Other Provincial</b>	<b>70</b>	<b>49</b>	<b>31</b>
<b>Total</b>	<b>1796</b>	<b>1831</b>	<b>2385</b>

## Other Statistics

	2013	2014	2015
<b>Motor Vehicle Collisions</b>	<b>357</b>	<b>282</b>	<b>378</b>
<b>R.I.D.E. Programs</b>	<b>12</b>	<b>9</b>	<b>11</b>
<b>Summons &amp; Subpoenas Served</b>	<b>127</b>	<b>230</b>	<b>207</b>
<b>Parking Tickets</b>	<b>127</b>	<b>143</b>	<b>100</b>
<b>Police Clearances</b>	<b>1541</b>	<b>1421</b>	<b>1422</b>
<b>False 911 Calls</b>	<b>477</b>	<b>463</b>	<b>421</b>
<b>Actual 911 Calls</b>	<b>35</b>	<b>28</b>	<b>23</b>
<b>Total</b>	<b>512</b>	<b>491</b>	<b>444</b>



## 2017 - 2019 Business Plan



# Statistics

## Mental Health

	2013	2014	2015	2016
<b>Mental Health Calls for Service*</b>	<b>25</b>	<b>66</b>	<b>64</b>	<b>67</b>

**\*Does not include incidents  
where mental health was  
an issue but was dealt with  
by another means i.e.,  
Charges, Domestic, etc.**



## 2017 - 2019 Business Plan





C R I M E S T I C S

	<b>Reported 2013</b>	<b>Reported 2014</b>	<b>Reported 2015</b>	<b>Unfounded 2013</b>	<b>Unfounded 2014</b>	<b>Unfounded 2015</b>	<b>Actual 2013</b>	<b>Actual 2014</b>	<b>Actual 2015</b>	<b>Cleared By Charged 2013</b>	<b>Cleared By Charged 2014</b>	<b>Cleared by Charged 2015</b>	<b>Cleared By Other 2013</b>	<b>Cleared By Other 2014</b>	<b>Cleared By Other 2015</b>	<b>Clearance Percentage 2013</b>	<b>Clearance Percentage 2014</b>	<b>Clearance Percentage 2015</b>
<b>Murder</b>																0.0%	0.0%	0.0%
<b>Attempt Murder</b>																0.0%	0.0%	0.0%
<b>Robbery</b>	3	2	1				3	2		2	1					0.0%	100.0%	100.0%
<b>Break &amp; Enter</b>	43	25	43	3			2	40	25	41	2	7	3	1		5.0%	32.0%	7.3%
<b>Theft Over</b>	9	4	11	2	1	2	7	3	9			2				0.0%	0.0%	22.2%
<b>Theft Under</b>	145	105	155	21		15	124	105	140	5	5	10	1	2	4	4.8%	6.7%	10.0%
<b>Possession Stolen Goods</b>	2	2	1				2	2	1	2	0	1				100.0%	100.0%	100.0%
<b>Fraud</b>	35	31	49	9		28	26	31	21	6	2	5	1			26.9%	6.5%	23.8%
<b>Mischief</b>	105	77	68	11	8	3	94	69	65	6	5	3	1	1		7.4%	8.7%	4.6%
<b>Assaults (all)</b>	82	53	64	16	21	18	47	37	46	44	33	41	1			95.7%	89.2%	89.1%
<b>Drugs</b>	9	31	26	2	26	11	7	6	15	7	6	12			3	100.0%	100.0%	100.0%
<b>Firearms</b>	1	2			2		1			1						100.0%	0.0%	0.0%
<b>Arson</b>	1	1	4				1	1	4			1				0.0%	0.0%	25.0%
<b>Impaired Driving</b>	14	12	14	4	5	10	9	7	4	9	7	3				100.0%	100.0%	75.0%
<b>Federal Statutes</b>		1						1			1					0.0%	100.0%	0.0%
<b>Other Criminal Code</b>	26	37	35	7		14	19	37	21	15	29	17		1		78.9%	78.4%	85.7%
	<b>475</b>	<b>383</b>	<b>471</b>	<b>75</b>	<b>63</b>	<b>103</b>	<b>380</b>	<b>326</b>	<b>368</b>	<b>97</b>	<b>99</b>	<b>99</b>	<b>4</b>	<b>4</b>	<b>8</b>	<b>26.6%</b>	<b>31.6%</b>	<b>29.1%</b>



# S.W.O.T. Analysis

Strengths, Weakness, Opportunities and Threats

Strengths	Weaknesses	Opportunities	Threats
Public overwhelmingly supports local police	Follow up with complainant/victims	Generate vulnerable persons registry	OPP Costing
Chief has made himself available to the public and Councillors	Negative impression of policing profession as a result of incidents in large urban areas	Explore less lethal use of force options	Downloading of provincial responsibilities i.e. additional mandatory training
Auxiliary police program – 10 dedicated volunteers	Budget pressures combined with reduction in grants	Intelligence lead traffic enforcement	Complexity and reporting requirements of legislation, investigations, etc.
Officers are highly committed to Community Policing		Intelligence lead crime prevention and initiatives	Police becoming first point of contact for social issues, such as mental health calls
Officers/Staff are well trained and equipped		Increase social media outreach	
Excellent response times			
Transparent and Accountable			
Dedicated Traffic, Criminal Investigation, Community Services, P.A.V.I.S., and Core Officer Units			
Highly Specialized Training and Trainers			
One of the safest communities in Canada			



## 2017 - 2019 Business Plan



# Business Planning

**O Reg. 3/99**

In 1999, the Ontario Government introduced Ontario Regulation 3/99, the Police Adequacy and Effectiveness Standards Regulation, commonly referred to as Adequacy Standards. In accordance with Ontario Regulation 3/99, Section 30 requires that:

“30. (1) Every board shall prepare a business plan for its police force at least once every three years. O. Reg. 3/99, s. 30 (1).

(2) The business plan shall address:

- (a) the objectives, core business and functions of the police force, including how it will provide adequate and effective police services;
- (b) quantitative and qualitative performance objectives and indicators relating to,
  - (i) the police force’s provision of community-based crime prevention initiatives, community patrol and criminal investigation services,
  - (ii) community satisfaction with police services,
  - (iii) emergency calls for service,
  - (iv) violent crime and clearance rates for violent crime,
  - (v) property crime and clearance rates for property crime,
  - (vi) youth crime and clearance rates for youth crime,
  - (vii) police assistance to victims of crime and re-victimization rates, and
  - (viii) road safety;
- (c) information technology;
- (d) resource planning; and
- (e) police facilities. O. Reg. 3/99, s. 30 (2).”



# **Business Plan Development Process**

## **Overview**

The Police Services Act and its regulations requires all Police Boards in Ontario, including the Amherstburg Police Services Board to prepare, at least once every three years, a business plan that addresses its core business functions and addresses how it will provide effective police services to the community it serves.

The Plan for next business cycle included environmental and internal scanning processes. Community surveys, departmental input and several open public forums were also utilized.

The business planning process provided the Board and Police Service with the necessary information, feedback and direction to help us develop and prioritize our objectives and goals for this three year business plan cycle.

## **Community Survey**

Our environmental (public) scanning began in the spring and included a 21 question community survey that was available until the end of December 2016. This questionnaire was posted on our website, handed out personally to our educational and community partners and was available at our office. The matter was well publicized through our media contacts as well. The purpose was to gather information from the public that addressed the core competences and other issues required in forming the business plan.



## **2017 - 2019 Business Plan**



# **Business Plan Development Process**

## **Internal Input**

The Amherstburg Police Association membership was invited to submit any proposals they wished to see implemented for our next three year business cycle. The Amherstburg Police Association further engages in regular meetings with the management team to discuss concerns or input from the members. Areas such as career development, technological improvements or process management are regularly brought forth.

## **External Input**

In order to maximize direct feedback, the Service sent out hundreds of invitations to participate in the process. Various community partners including service groups, businesses and target audiences were involved in the business planning process. Several public presentations were completed and the feedback was appreciated. Ongoing dialogue continues, not just for this business planning cycle, but rather for ongoing improvement of our service.

## **Police Services Board**

As with our Police Advisory Board, the Police Services Board engages in ongoing dialogue with the Service through monthly meetings.

The following pages highlight responses to the survey, and helped to direct the goals and objectives for the next three years.



# **2017 - 2019 Business Plan**



# Business Plan Process Feedback

## Community Survey

In response to Question One (**Q: 1.**) the Community Survey responses showed that 82% of the respondents believed Amherstburg possess a low crime rate while another 15% believed it to be average. Respondents (88.5%) feel very safe in the Town of Amherstburg; 87% feel very safe in the parks; 92.5% feel very safe in their neighbourhood; and 86.5% feel very safe at work. Only 55% of the respondents felt safe when it come to traffic.

In all areas except traffic respondents feel slightly less safe during night time hours.

### **Q: 2. How serious do you think the following problems are in the Town of Amherstburg?**

	Somewhat— Very Serious		Somewhat— Very Serious
<b>Break and</b>	<b>63%</b>	<b>Drug Offences</b>	<b>60%</b>
<b>Thefts</b>	<b>44%</b>	<b>Young Offenders</b>	<b>58%</b>
<b>Assaults</b>	<b>30%</b>	<b>Impaired Drivers</b>	<b>42%</b>
<b>Damage to Prop- erty</b>	<b>52%</b>	<b>Fraud/False Pretence</b>	<b>41%</b>
<b>Liquor offences</b>	<b>56%</b>	<b>Robberies</b>	<b>42%</b>
<b>Traffic Offences</b>	<b>44%</b>	<b>Other: Racing</b>	<b>50%</b>
		<b>Motorcycles</b>	
<b>Domestic Violence</b>	<b>61%</b>	<b>Other: Breaking into</b>	<b>50%</b>
		<b>Cars</b>	

# Business Plan Process Feedback

***Q: 3. How well do you think the Amherstburg Police Service deals with the following type of incidents in the Town of Amherstburg?***

Incident	Adequate—Well
<b>Break and Enters</b>	<b>100%</b>
<b>Thefts</b>	<b>98%</b>
<b>Assaults</b>	<b>96%</b>
<b>Damage to Property</b>	<b>95%</b>
<b>Liquor Offences</b>	<b>97%</b>
<b>Traffic Offences</b>	<b>91%</b>
<b>Domestic Violence</b>	<b>97%</b>
<b>Drug Offences</b>	<b>94%</b>
<b>Young Offenders</b>	<b>95%</b>
<b>Impaired Drivers</b>	<b>96%</b>
<b>Fraud/False Pretence</b>	<b>99%</b>
<b>Robberies</b>	<b>99%</b>
<b>Other</b>	<b>N/A</b>

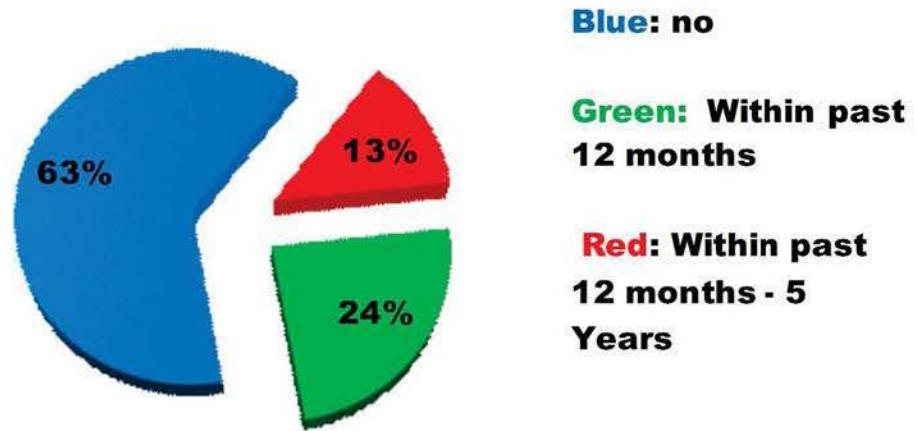


## 2017 - 2019 Business Plan



# Business Plan Process Feedback

**Q: 4 Have you ever been in contact (non social) with the Amherstburg Police Service?**



# Business Plan Process Feedback

**Q: 5. If you have been in contact (non social) with the Amherstburg Police Service, what was your level of satisfaction with the contact?**

Incident Type	Somewhat—Very Satisfied
<b>Traffic Enforcement</b>	<b>67%</b>
<b>As a person reporting a crime where</b>	<b>80%</b>
<b>Traffic Accident</b>	<b>60%</b>
<b>Reporting a problem in your</b>	<b>67%</b>
<b>As a suspect</b>	<b>0% (2 responses, not satisfied)</b>
<b>Requesting information</b>	<b>92%</b>
<b>Casual conversation with on duty</b>	<b>92%</b>
<b>Other: Police clearance</b>	<b>100%</b>
<b>Other: car hit in parking lot</b>	<b>100%</b>
<b>Other: Dealing with phone scam</b>	<b>100%</b>
<b>Other: son brought home drunk—no charges pressed</b>	<b>100%</b>
<b>Other: False Alarm</b>	<b>100%</b>
<b>Other: Dialed 211</b>	<b>100%</b>



## 2017 - 2019 Business Plan



# Business Plan Process Feedback

**Q: 6 . Please evaluate the current performance of the Amherstburg Police Service in the following areas:**

	<b>Good -</b>		<b>Good -</b>
	<b>Excellent</b>		<b>Excellent</b>
<b>Fairness</b>	<b>95%</b>	<b>Willingness to work and participate with neighborhood, groups</b>	<b>93%</b>
<b>Quickness in responding to call</b>	<b>91%</b>	<b>Visible Police Presence</b>	<b>82%</b>
<b>Successfully satisfying your call</b>	<b>87%</b>	<b>Vehicle Patrols</b>	<b>84%</b>
<b>Sensitivity to victims of crime</b>	<b>87%</b>	<b>Foot Patrols</b>	<b>76%</b>
<b>Courtesy</b>	<b>85%</b>		



## 2017 - 2019 Business Plan



# Business Plan Process Feedback

**Q: 7. While you may not have had a direct experience with the following programs, please indicate how important each is to you as a resident of Amherstburg: Crime Prevention**

Somewhat - Very Important	
<b>Neighbourhood Watch</b>	<b>98%</b>
<b>Block Parent</b>	<b>93%</b>
<b>Car Patrols</b>	<b>99%</b>
<b>Impaired Driving (RIDE)</b>	<b>96%</b>
<b>Motorcycle Patrol</b>	<b>83%</b>
<b>School Safety Programs</b>	<b>99%</b>
<b>Drug Enforcement</b>	<b>88%</b>
<b>Traffic Enforcement</b>	<b>95%</b>
<b>Marine Unit</b>	<b>88%</b>
<b>Foot Patrols</b>	<b>93%</b>
<b>Victim Assistance</b>	<b>100%</b>
<b>Bicycle Patrol</b>	<b>89%</b>
<b>Seniors Program</b>	<b>98%</b>
<b>Crime Stoppers</b>	<b>99%</b>
<b>Dog Services</b>	<b>81%</b>

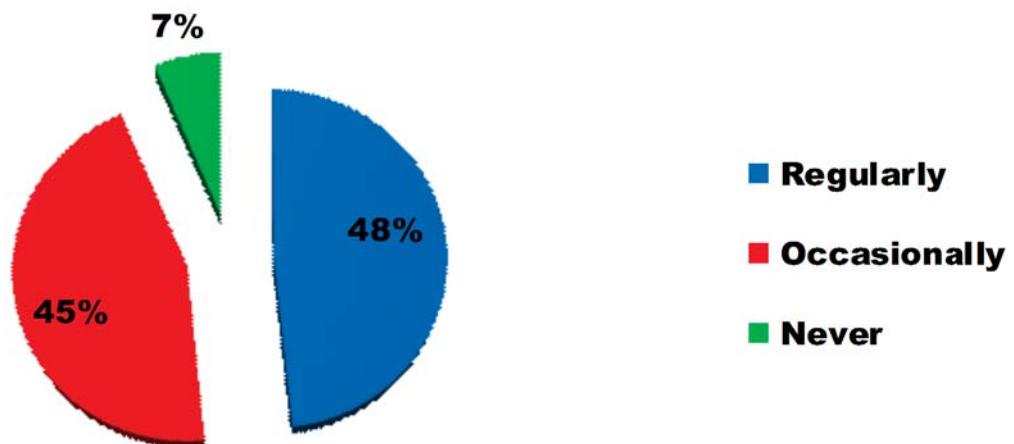


## 2017 - 2019 Business Plan



# Business Plan Process Feedback

**Q: 8. How Often Citizens see Patrol Cars in Their Neighbourhood?**



**Q: 9 In your opinion is there a requirement for additional : ?**

1

Activity	Yes	No
<b>Car Patrols</b>	<b>52%</b>	<b>48%</b>
<b>Bicycle Patrols</b>	<b>34%</b>	<b>66%</b>
<b>Marine Patrols</b>	<b>16%</b>	<b>84%</b>
<b>Motorcycle Patrols</b>	<b>26%</b>	<b>74%</b>
<b>Foot Patrols</b>	<b>48%</b>	<b>52%</b>
<b>Parking Enforcement</b>	<b>28%</b>	<b>72%</b>



## 2017 - 2019 Business Plan



# Business Plan Process Feedback

**Q: 10. How important do you think the following activities are in providing Police Service in the Town of Amherstburg?**

Somewhat - Very Important	
<b>Spot Checks for Impaired Drivers</b>	<b>98%</b>
<b>Vehicle Patrols</b>	<b>95%</b>
<b>School Patrols</b>	<b>99%</b>
<b>Drug Enforcement</b>	<b>98%</b>
<b>Liquor Enforcement</b>	<b>94%</b>
<b>Marine Patrol</b>	<b>80%</b>
<b>Foot Patrols</b>	<b>88%</b>
<b>Traffic Enforcement</b>	<b>98%</b>
<b>Bicycle Patrol</b>	<b>84%</b>
<b>Community Relations</b>	<b>100%</b>
<b>Victim Assistance</b>	<b>99%</b>
<b>Follow-up</b>	<b>100%</b>
<b>Parking Enforcement</b>	<b>85%</b>



## 2017 - 2019 Business Plan

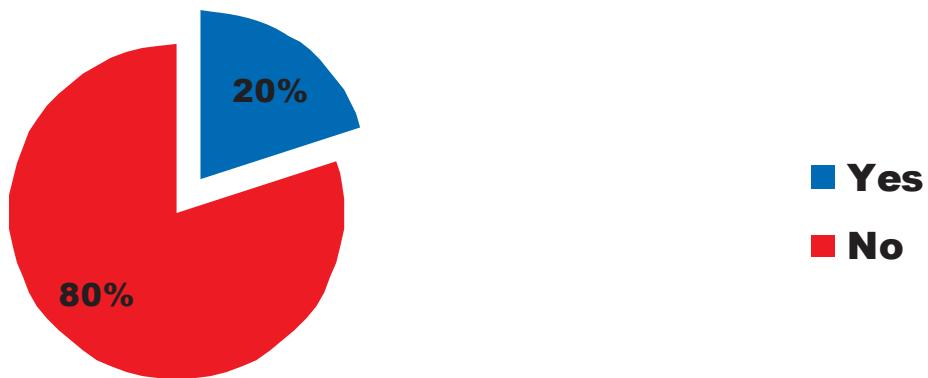


# Business Plan Process Feedback

**Q: 11. Please rate the following police functions in order of importance to you**

	Somewhat - Very Important
<b>Public Education</b>	<b>99%</b>
<b>Investigation of Crime</b>	<b>100%</b>
<b>Crime Prevention</b>	<b>100%</b>
<b>Law Enforcement</b>	<b>100%</b>
<b>Responding to Calls</b>	<b>100%</b>
<b>Problem Solving</b>	<b>98%</b>
<b>Crime Solving</b>	<b>100%</b>
<b>Parking Enforcement</b>	<b>83%</b>

**Q: 12. Have you ever been a victim of crime in Amherstburg?**

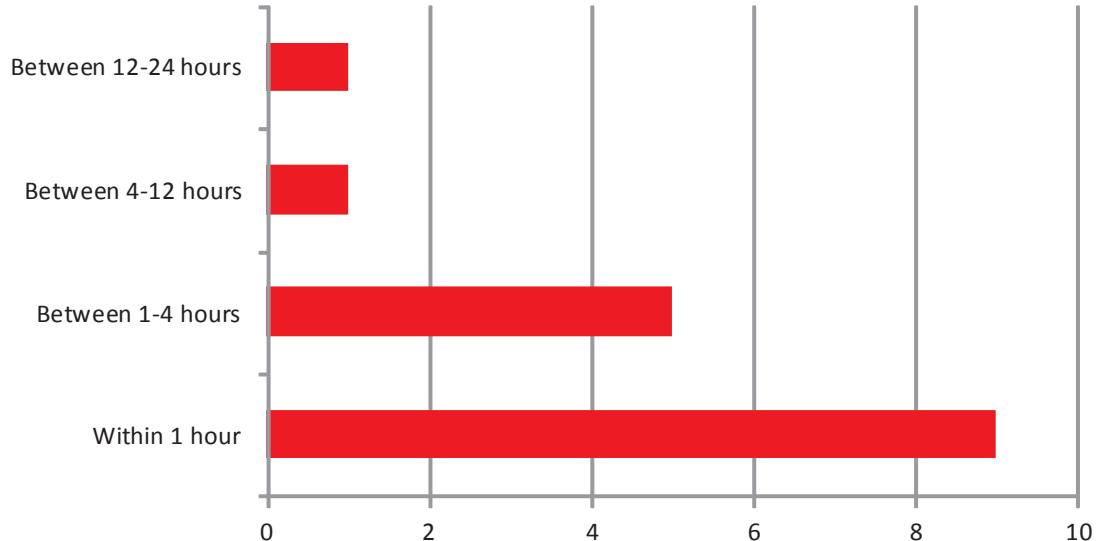


## 2017 - 2019 Business Plan

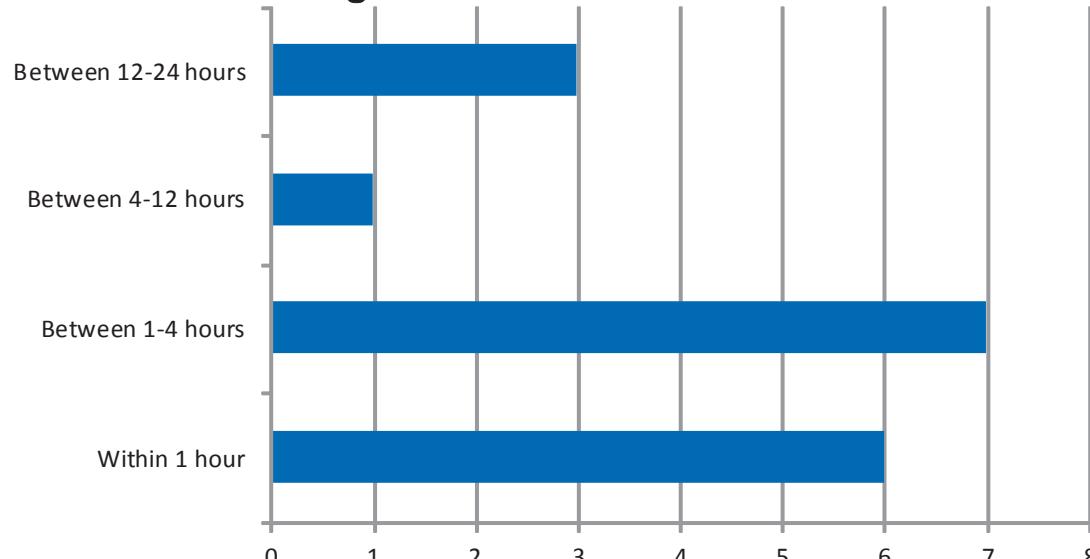


# Business Plan Process Feedback

**Q: 13. How soon after you discovered the crime did you report it?**



**Q: 14. How long after you reported the crime did the Amherstburg Police come to investigate?**



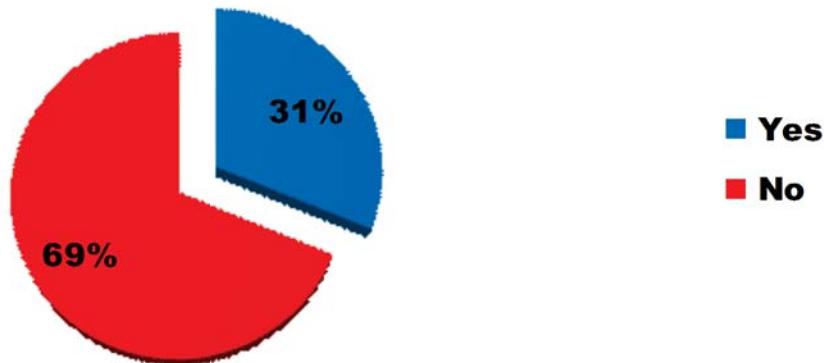
## 2017 - 2019 Business Plan



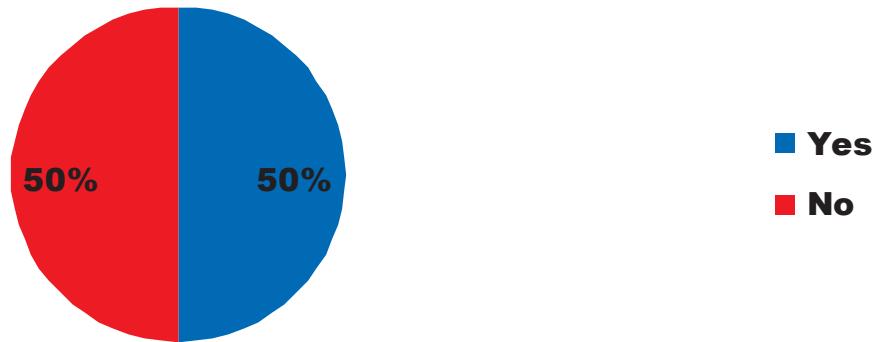
# Business Plan Process Feedback

The Amherstburg Police Service scored very low in questions #15 & 16.

**Q: 15. Did any person from the Amherstburg Police Service contact you and advise you of the progress of the investigation of the crime?**



**Q. 16. If Attending Court was Required, Did the Citizen Receive Notice in Time to Make Arrangements?**

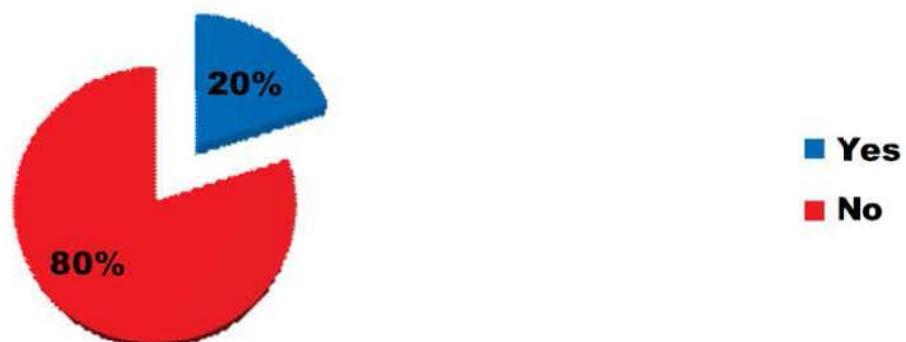


## 2017 - 2019 Business Plan

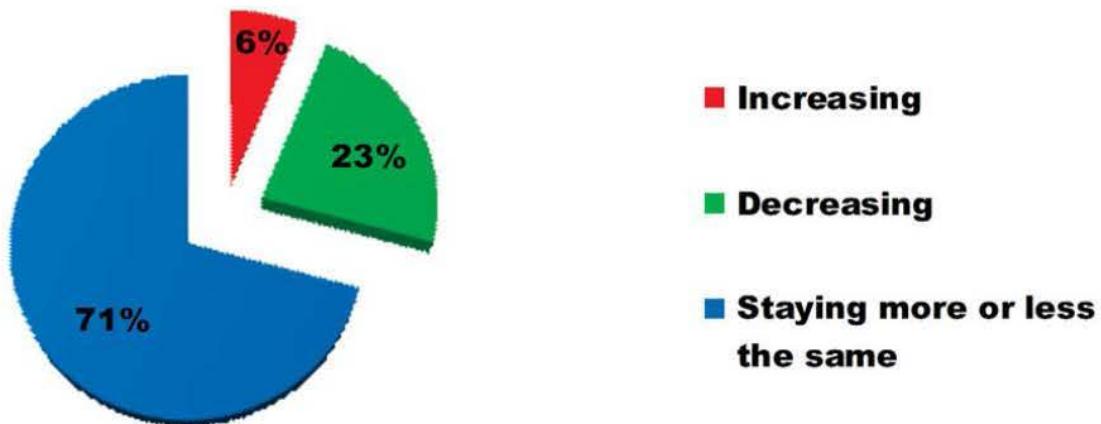


# Business Plan Process Feedback

**Q: 17. Were you advised by someone from the Amherstburg Police Service as to the outcome of the trial?**



**Q: 18. Do you think crime in Amherstburg is:**

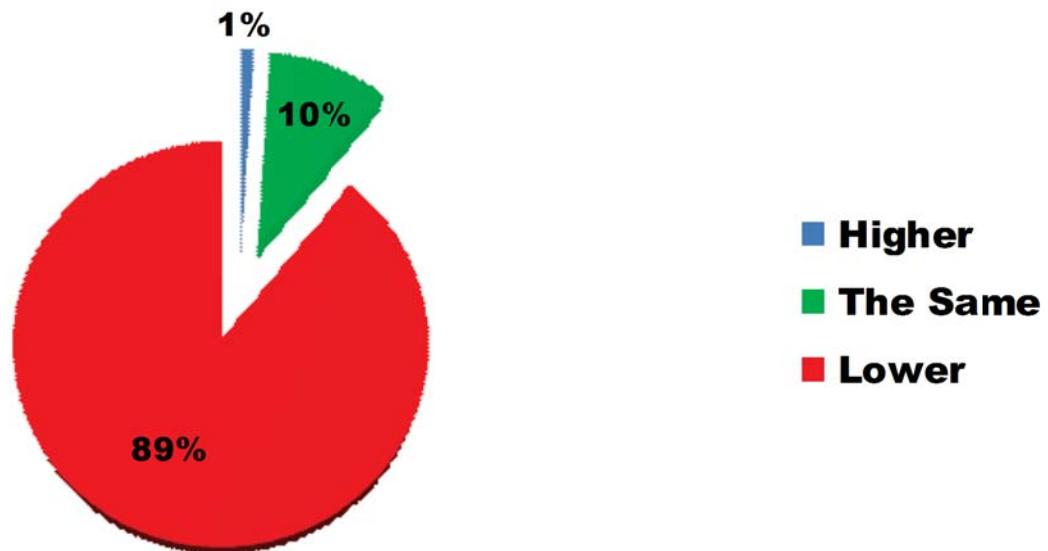


## 2017 - 2019 Business Plan



# Business Plan Process Feedback

**Q: 19. Do you think the crime rate in Amherstburg, as compared to the rest of Ontario is:**



**Q: 20. How safe do you feel during daylight hours in Amherstburg?**

Location	Somewhat Safe - Very Safe
Amherstburg	98%
Park	99%
Your Own Neighbourhood	99%
Traffic	94%
At Work	99%



## 2017 - 2019 Business Plan



# Business Plan Process Feedback

**Q: 21. How safe do you feel during night hours in Amherstburg?**

Location	Somewhat Safe - Very Safe
Amherstburg	98%
Park	91%
Your Own Neighbourhood	98%
Traffic	95%
At Work	97%



## 2017 - 2019 Business Plan



# **GOALS AND OBJECTIVES**

In summary, as a result of the meetings held with the public, community groups and service clubs, and in evaluating the 21 question survey, the following pages highlight the Goals and Objectives for the 2017-19 Business Plan.

These Goals and Objectives will be reviewed regularly and updated as situations arise and changes are needed. This is especially important given that the Province of Ontario is currently undertaking an extensive review of the existing Police Services Act. It is expected that the new Act will be introduced in the spring of 2017.

It is the desire of the Amherstburg Police Services Board and the Amherstburg Police Service to provide the best possible policing for the community. In addition to excellence in policing, it is also our goal to maintain our status as one of the safest communities in Canada. This is not without challenges as property crimes are on the rise across the Province, including Amherstburg. One of the ways to alleviate the occurrence of property crimes, is to provide education to the community. Encouraging the citizens to be proactive (i.e. locking car doors, front doors, garages); contacting the police if you see suspicious activity and generally being aware of your surroundings.

As mentioned in the opening letter from the Chief of Police and the Chair of the Amherstburg Police Services Board , it is our goal and objective to be a first class police service, working in partnership with our diverse community for the benefit of all.

The following pages outline our Goals and Objectives for 2017-2019.

# Goals and Objectives

## **Goal # 1 - Community Satisfaction**

### **MAINTAIN THE HIGH LEVEL OF COMMUNITY SATISFACTION WITH THE AMHERSTBURG POLICE SERVICE**

#### **Objective:**

- **Maintain the high level of community satisfaction with the police service**
- **Continue to seek public feedback to identify community needs and expectations**

#### **Performance Measurement**

- **Compare public complaints on an annual basis**

## **Goal # 2 - Emergency Response**

### **MAINTAIN OUR GOOD EMERGENCY RESPONSE TIMES**

#### **Objective**

- **Maintain good response times**

#### **Performance Measurement**

- **Monitor response times and public feedback about response times**
- **Maintain training levels for all staff**



# **2017 - 2019 Business Plan**



# Goals and Objectives

## Goal # 3 - Community Patrol

**48 % of respondents observed patrol cars in their neighbourhood regularly and  
45% of respondents observe patrols cars in their neighbourhood on an  
occasional basis. 7% report never seeing a patrol car.**

### IMPROVE PATROL CARS VISIBILITY IN NEIGHBOURHOODS

#### Objective:

- Improve patrol car visibility in all neighbourhoods.

#### Performance Measurement

- Increase survey response percentages.

## Goal # 4 - Criminal Investigation

### MAINTAIN A WELL TRAINED THREE OFFICER CRIMINAL INVESTIGATION BRANCH

#### Objective:

- Maintain a well trained three officer C.I. Branch

#### Performance Measurement

- Ensure officers assigned to the C.I. Branch have the necessary knowledge, skills, abilities and training to conduct criminal investigations.



# 2017 - 2019 Business Plan



# Goals and Objectives

## Goal #5 - Violent Crime

### IMPROVE THE CLEARANCE RATE OF VIOLENT CRIME

#### Objective:

- Improve the clearance rate of violent crime.

#### Performance Measurement

- An improvement in the clearance rate as provided by Stats Canada.

## Goal # 6 - Property Crimes

The Town of Amherstburg experienced a 213% increase in property crimes over 2015 figures.

### REDUCE PROPERTY CRIMES - IMPROVE CLEARANCE RATES

#### Objective:

Reduce property crimes through education, law enforcement and crime prevention methods.

- Focus on directed patrols in high crime areas
- Utilize the electronic messaging board and social media to keep citizens informed
- Utilize crime prevention programs such as *Lock It or Lose It* to reduce preventable crimes

#### Performance Measurement

- A significant reduction in property crime, in particular, thefts from unlocked vehicles.
- Improved clearance rates

# Goals and Objectives

## Goal #7 - Youth Crime

### REDUCE YOUTH CRIME AND IMPROVE CLEARANCE RATES

#### Objective:

- Reduce youth crime and improve clearance rates

#### Performance Measurement

- Reach out to youth via V.I P. Program and B-RAD and stress the importance of crime prevention
- Reduction in youth crime and improved clearance rate

## Goal # 8 - Assistance to Victims of Crime

A large portion of survey respondents advised that they were not contacted by the Amherstburg Police about the progress of a crime or the outcome of a trial

### IMPROVE COMMUNICATIONS WITH VICTIMS OF CRIME

#### Objective:

- To improve communication with all victims of crime

#### Performance Measurement

- Develop a follow-up protocol for victims of crime
- Increase follow-up reports and improve survey results for next business plan cycle



# 2017 - 2019 Business Plan



# Goals and Objectives

## **Goal # 9 - Information Technology**

### **UPDATE IN-CAR INFORMATION TECHNOLOGY**

#### **Objective:**

- Modernize the In-Car Information Technology**

#### **Performance Measurement**

- Increase efficiencies and reduce time spent by officers doing reports in the office**

## **Goal # 10 - Resource Planning**

### **Our Strength is Our People**

### **MAINTAIN PROFESSIONAL DEVELOPMENT OF ALL STAFF**

#### **Objective:**

- Examine the training needs of all staff**
- Secure training as required**

#### **Performance Measurement**

- Maintain or exceed current training levels**



# **2017 - 2019 Business Plan**



# Goals and Objectives

## Continued

### **Goal # 11 - Police Facilities**

#### **UPDATE THE FACILITIES AS REQUIRED**

**Our current facilities are adequate and effective however some aspects of the building require updating**

##### **Objective:**

- **Update the building as required**

##### **Performance Measurement**

- **Paint offices and replace flooring as required**

### **Goal # 12 - Road Safety**

#### **REDUCE MOTOR VEHICLE COLLISIONS**

##### **Objective:**

- **Reduce motor vehicle collisions**

##### **Performance Measurement**

- **A reduction in motor vehicle collisions**



## **2017 - 2019 Business Plan**



# **Goals and Objectives**

## **Goal # 13 - Three Main Focus Areas**

**MAINTAIN, EXPAND AND/OR MODIFY AS NECESSARY OUR EXISTING CRIME PREVENTION INITIATIVES, COMMUNITY PATROL AND CRIMINAL INVESTIGATION SERVICES TO MEET THE EVER CHANGING COMMUNITY NEEDS.**

### **Objective:**

- Ensure community needs are met

### **Performance Measurement**

- Track crime statistics
- Track community feedback
- Make adjustments to service delivery as required

## **Goal # 14- Non-Lethal Use of Force Options**

**EXPAND NON-LETHAL USE OF FORCE OPTIONS**

**Technology continues to improve in the area of non-lethal use of force options**

### **Objective:**

- Continually examine the most up to date non-lethal use of options and technology

### **Performance Measurement**

- Secure the most up to date non-lethal use of force options and deploy front line officers as necessary and practical

2017-19 Business Plan						
Revenues			2017 *	2018**		2019**
	10-4-2020000-0630	CPP Grant	(60,000)	(60,000)		(60,000) <b>100.00%</b>
	10-4-2020000-0631	1000 Officer Program	(35,000)	(35,000)		(35,000) <b>100.00%</b>
	10-4-2020000-0750	POA Revenue	(96,000)	(96,000)		(96,000) <b>100.00%</b>
	10-4-2020000-1022	Provincial Court Service Upload	(35,797)	(40,000)		(40,000) <b>100.00%</b>
	10-4-2020000-1023	Police - Guns and Gangs		(70,000)		(70,000) <b>100.00%</b>
	10-4-2020000-1024	Paid Duty Recoverable	(30,000)	(30,000)		(30,000) <b>100.00%</b>
	10-4-2020000-1025	Police Reports	(40,000)	(40,000)		(40,000) <b>100.00%</b>
	10-4-2020000-1026	Police Miscellaneous Receipts	(7,500)	(7,500)		(7,500) <b>100.00%</b>
	10-4-2020000-1027	Ride Grant	(13,500)	(13,500)		(13,500) <b>100.00%</b>
	10-4-2020000-1028	Other Grants	-	-		#DIV/0!
	10-4-2020000-1029	Joint Court Services Return	(40,000)	(40,000)		(40,000) <b>100.00%</b>
	10-4-2024010-0605	YIPI Provincial Grant	(4,000)	(4,000)		(4,000) <b>100.00%</b>
	<b>Total Revenues - Police</b>		<b>(361,797)</b>	<b>(436,000)</b>	<b>120.51%</b>	<b>(436,000) <b>100.00%</b></b>
	<b>Expenses</b>					
	<b>Salaries and Wages</b>					
	10-5-2020000-0101	Salaries - Full Time	3,445,771	3,609,342	<b>104.75%</b>	3,684,636 <b>102.09%</b>
	10-5-2020000-0102	Salaries - Overtime	222,000	235,000	<b>105.86%</b>	240,000 <b>102.13%</b>
	10-5-2024010-0112	Salaries - Part Time	29,000	31,000	<b>106.90%</b>	33,000 <b>106.45%</b>
	10-5-2020000-0104	Salaries - CR RE; WSIB				
	10-5-2020000-0105	Salaries - CR RE: STD				
	10-5-2020000-0108	Salaries - Shift Premium	41,000	42,000	<b>102.44%</b>	43,000 <b>102.38%</b>
		Sick Bank Reduction	75,000	77,000	<b>102.67%</b>	79,000 <b>102.60%</b>
	<b>Total Salaries and Wages - Police</b>		<b>3,812,771</b>	<b>3,994,342</b>	<b>104.76%</b>	<b>4,079,636 <b>102.14%</b></b>

<b>Benefits</b>						
10-5-2020000-0201	Benefits - CPP	84,615	87,179	103.03%	87,179	100.00%
10-5-2020000-0202	Benefits - EI	33,637	34,808	103.48%	34,808	100.00%
10-5-2020000-0203	Benefits - OMERS	423,988	447,110	105.45%	458,711	102.59%
10-5-2020000-0204	Benefits - EHT	67,192	70,497	104.92%	71,928	102.03%
10-5-2020000-0205	Benefits - Greenshield	223,147	226,147	101.34%	226,147	100.00%
10-5-2020000-0207	Benefits - Life and Disability	201,037	206,982	102.96%	223,147	107.81%
10-5-2020000-0208	Benefits - WSIB	87,457	90,278	103.23%	90,412	100.15%
10-5-2020000-0209	Benefits - Post Retirement	7,280	7,280	100.00%	7,280	100.00%
10-5-2020000-0212	Benefits - Gym Memberships	7,000	7,000	100.00%	7,000	100.00%
<b>Total Benefits - Police</b>		<b>1,135,353</b>	<b>1,177,281</b>	<b>103.69%</b>	<b>1,206,612</b>	<b>102.49%</b>
<b>General Expenses</b>						
10-5-2020000-0252	Uniforms & Equipment	36,000	40,000	111.11%	45,000	112.50%
10-5-2020000-0253	Cleaning	425	600	141.18%	600	100.00%
10-5-2020000-0254	Police Training	50,000	50,000	100.00%	50,000	100.00%
10-5-2020000-0260	Board Expenses	3,000	3,000	100.00%	3,000	100.00%
10-5-2020000-0261	Board Seminars	2,000	2,000	100.00%	2,000	100.00%
10-5-2020000-0301	Office Supplies	7,000	8,000	114.29%	9,000	112.50%
10-5-2020000-0304	Postage	700	800	114.29%	900	112.50%
10-5-2020000-0306	Courier and Express	850	1,800	211.76%	1,950	108.33%
10-5-2020000-0307	Advertising	250	250	100.00%	250	100.00%
10-5-2020000-0308	Photocopier Supplies	1,900	1,100	57.89%	1,300	118.18%

	10-5-2020000-0309	Office Machine Maintenance	300	300	100.00%	300	100.00%
	10-5-2020000-0310	Computer Maintenance	13,000	13,000	100.00%	13,000	100.00%
	10-5-2020000-0312	Equipment Leases	2,600	2,600	100.00%	2,600	100.00%
	10-5-2020000-0313	Law Books	1,700	1,700	100.00%	1,700	100.00%
	10-5-2020000-0320	Forensic Identification Expense & TT	2,000	4,500	225.00%	4,500	100.00%
	10-5-2020000-0329	Optic	38,000	46,000	121.05%	46,000	100.00%
	10-5-2020000-0332	Internet Access	3,000	2,500	83.33%	2,500	100.00%
	10-5-2020000-0350	Professional Memberships	3,300	2,500	75.76%	2,500	100.00%
	<b>Total General Expenses - Police</b>		<b>166,025</b>	<b>180,650</b>	<b>108.81%</b>	<b>187,100</b>	<b>103.57%</b>
	<b>Building</b>						
	10-5-2020000-0314	General Insurance	22,400	23,400	104.46%	24,400	104.27%
	10-5-2020000-0315	Telephone	23,000	24,000	104.35%	24,000	100.00%
	10-5-2020000-0316	Utilities	24,000	26,000	108.33%	28,000	107.69%
	10-5-2020000-0317	Building Maintenance	20,400	20,400	100.00%	20,400	100.00%
	10-5-2020000-0318	Janitorial	25,000	25,000	100.00%	25,000	100.00%
	10-5-2020000-0360	Misc./ Receptions and Awards	4,500	4,500	100.00%	4,500	100.00%
	10-5-2020000-0370	Community Services	4,500	4,500	100.00%	4,500	100.00%
	10-5-2020000-0371	Prisoner Expenses	3,000	3,000	100.00%	3,000	100.00%
	10-5-2020000-0506	Insurance Deductable	5,000	5,000	100.00%	5,000	100.00%
	10-5-2020000-0322	General Supplies	250	250	100.00%	250	100.00%
	<b>Total Building - Police</b>		<b>132,050</b>	<b>136,050</b>	<b>103.03%</b>	<b>139,050</b>	<b>102.21%</b>
	<b>Professional and Consulting Fees</b>						
	10-5-2020000-0323	Joint Court Costs	25,000	25,000	100.00%	25,000	100.00%
	10-5-2020000-0324	Dispatching	323,584	250,000	77.26%	257,500	103.00%
	10-5-2020000-0325	Legal Fees	50,000	40,000	80.00%	40,000	100.00%
	10-5-2020000-0327	Professional Fees	25,000	25,000	100.00%	25,000	100.00%
	10-5-2020000-0334	Investigation Expense	2,000	1,000	50.00%	1,000	100.00%
	<b>Total Professional and Consulting Fees - Police</b>		<b>425,584</b>	<b>341,000</b>	<b>80.13%</b>	<b>348,500</b>	<b>102.20%</b>





### **Contact Information**

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532 Sandwich Street South  
Amherstburg, Ontario  
N9V 3R2**

**Telephone: 519-736-8559**

**Communication Centre: 519-736-3622**

**Website: [www.amherstburg.ca/police](http://www.amherstburg.ca/police)**

**Email: [info@amherstburgpolice.ca](mailto:info@amherstburgpolice.ca)**

## Civilian Governance

### Comparison of Municipal Police Governance vs Contract Governance

Municipal Control	Amherstburg Police Service	Contracted Service with Windsor
1. Objectives and priorities for the delivery of police services within the municipality	APSB Determined after consultation with the chief of police – 31 (1)(b) PSA	Determined in accordance with Amherstburg Council approved RFP and Amherstburg Council approved contract-6.1(2) PSA with contiguous exemption as per 5(1)(6) from Ontario Civilian Police Commission
2. Policy for effective management of the police force; disclosure of personal information about individuals	APSB establishes policies for the effective management of the police force-31(1)(c) PSA, usually in consultation with the chief of police; establish policies respecting the disclosure by chief of personal information about individuals	This responsibility will lie with Windsor Police Services Board (WPSB)--31(1)(c) PSA Mayor(designate) a member of WPSB
3. Selection of Police Chief	APSB recruits and appoints the chief of police and deputies – 31(1) (d) PSA.	WPSB Recruits and appoints the chief of police and deputies for the Windsor Service administering the contract for Amherstburg– 31(1) (d) PSA Mayor (designate) a member of WPSB
4. Selection of Deputy Police Chief	APSB recruits and appoint the chief of police and deputies – 31(1) (d) PSA	WPSB Recruits and appoints the chief of police and deputies for the Windsor Service administering the contract for Amherstburg– 31(1) (d) PSA. Mayor (designate) a member of WPSB
5. Evaluation of Police Chief	APSB directs & monitors the performance of the chief of police – 31 (1) (e) PSA	WPSB directs & monitors the performance of the chief of police – 31 (1) (e) PSA. Mayor(designate) a member of WPSB
6. Evaluation of Deputy Police	Direct & monitor the performance of the chief of	WPSB directs & monitors the performance of the chief of

Chief	police – 31 (1) (e) PSA	police – 31 (1) (e) PSA. Mayor(designate) a member of WPSB
7. Maintenance of complaints system	APSB establishes guidelines for dealing with complaints under Part V- 31(1) (i) PSA Review the chief of police's administration of the complaint system and receive regular reports – 31(I) (j) PSA	WPSB establishes guidelines for dealing with complaints under Part V- 31(1) (i) PSA Review the chief of police's administration of the complaint system and receive regular reports – 31(I) (j) PSA
8. Appointment of members of the force	APSB appoints members upon the recommendation of the chief of police. The force must advertise test and screen candidates using the criteria of 43 (1) PSA	WPSB appoints members upon the recommendation of the chief of police. The force must advertise test and screen candidates using the criteria of 43 (1) PSA Mayor(designate) a member of WPSB
9. Indemnification of members for legal costs	APSB Board sets guidelines and funds legal costs under an agreement with the local police association Article 20 of C/A, in compliance with 50 (2) & (3) PSA. Legal costs are the responsibility of the APSB/APA. No cap on costs	WPSB/WPA will be responsible for legal costs incurred from January 1, 2019 going forward for the Term of the contract. This allows for Amherstburg legal liability and costs to be capped under contract.
10. Monitor secondary activities of the police force members	Amherstburg chief of police is required to provide regular reports on disclosures & decisions made on secondary activities – 31 (1) (g) PSA	Windsor chief of police is required to provide regular reports on disclosures & decisions made on secondary activities – 31 (1) (g) PSA
11. Operating Expenditures	The chief submits operating and capital estimates to the municipal council that show the amounts that will be required to maintain the police force and provide it with equipment and facilities. In cases where there is a dispute between APSB and Council APSB may request a hearing of OCPC to decide the matter. PSA 39(5)	Operating expenditures are controlled and submitted in accordance with proposal. Costs are fixed in relation to the term of the contract.
12. Capital Expenditures	The chief submits operating and capital estimates to the	Capital expenditures are controlled and submitted in

	<p>municipal council that show the amounts that will be required to maintain the police force and provide it with equipment and facilities. In cases where there is a dispute between APSB and Council APSB may request a hearing of OCPC to decide the matter. PSA 39(5)</p>	<p>accordance with proposal submitted. Amherstburg Town Council will have discretion in approving or rejecting capital submissions submitted by WPS.</p>
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## Survey Report

22 September 2017 - 17 February 2018

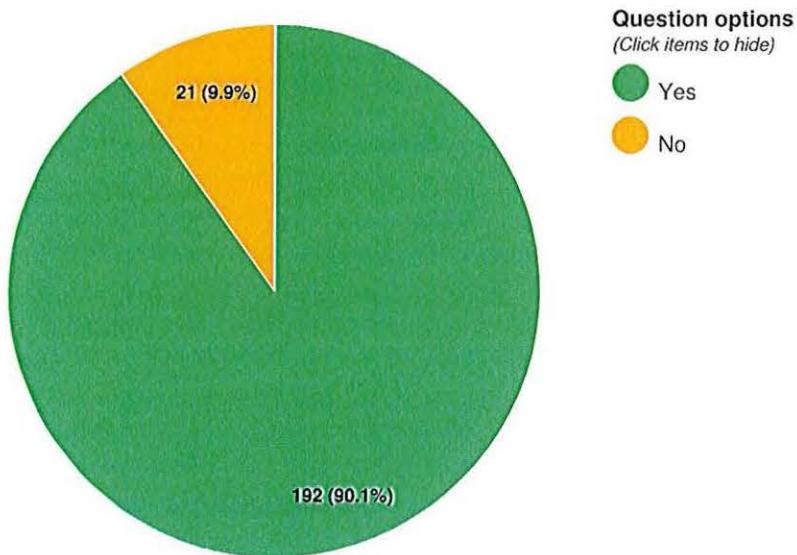
# Policing Proposal Survey

PROJECT: Policing

**Talk Amherstburg**

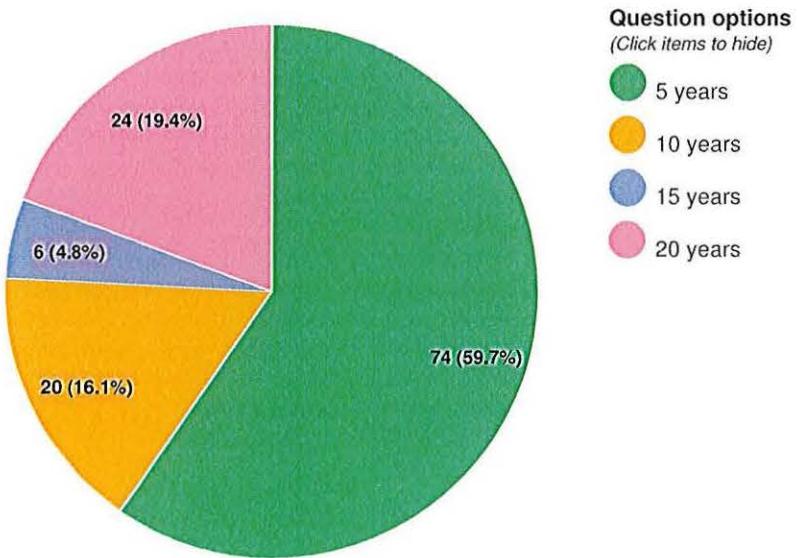


**Q1 Have you read the proposal information provided on [www.talktheburg.ca?](http://www.talktheburg.ca)**



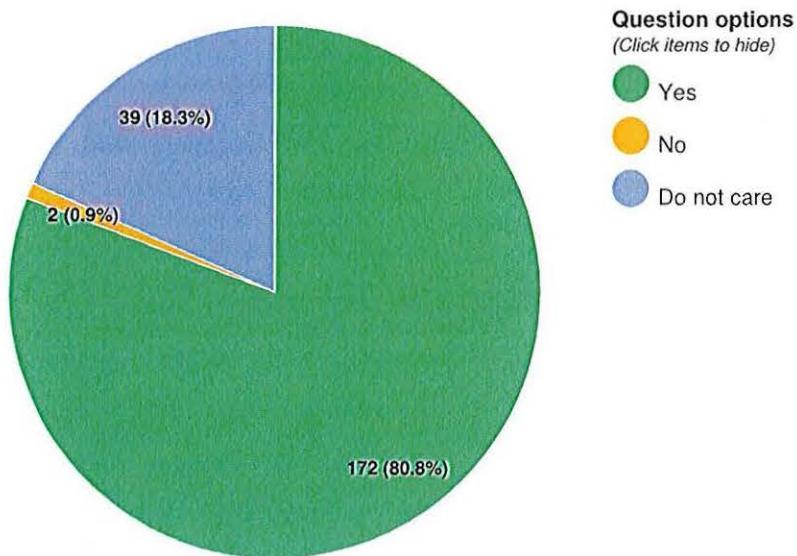
(213 responses, 0 skipped)

**Q2 Should Town Council opt to contract Policing Services from Windsor Police Services for:**



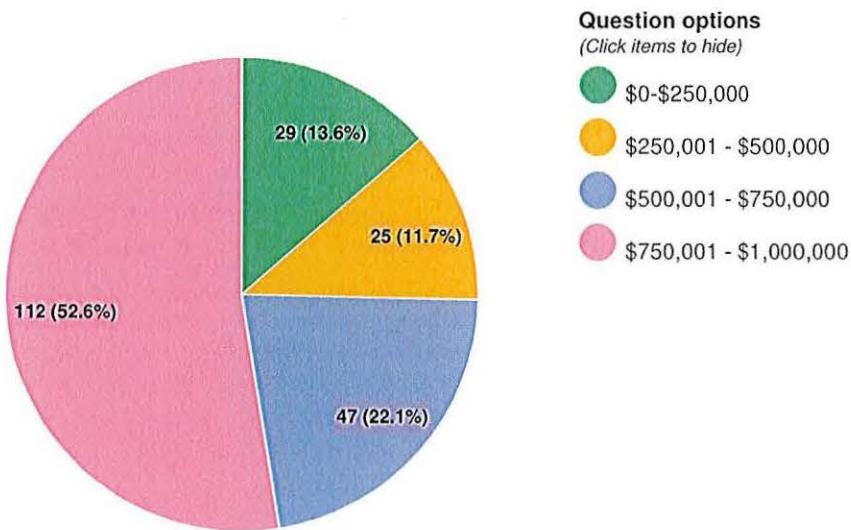
Optional question (124 responses, 89 skipped)

**Q3 Are you aware of the currently estimated \$567K in annual savings?**



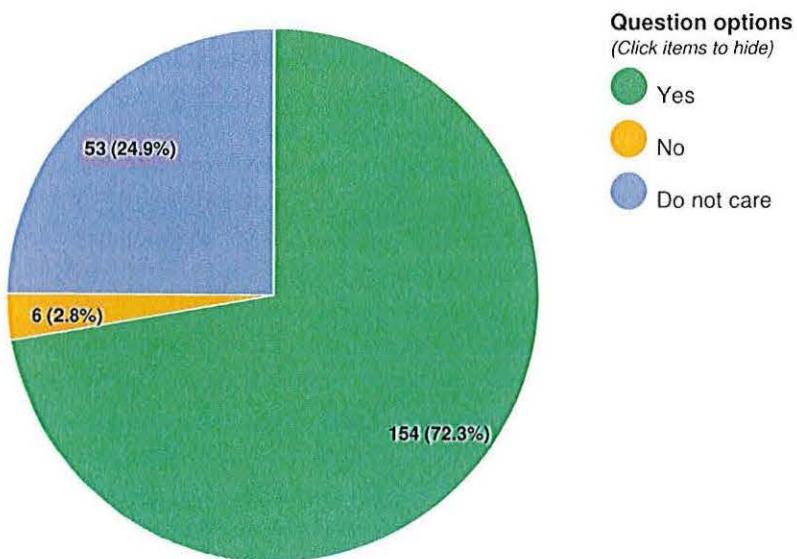
(213 responses, 0 skipped)

**Q4 What do you consider to be a significant savings annually?**



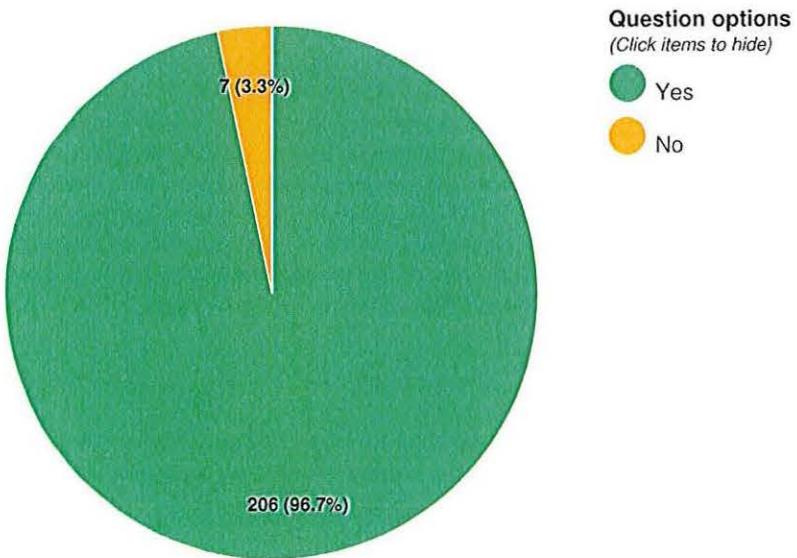
(213 responses, 0 skipped)

**Q5 Are you aware that with the contract for policing services transferring to WPS, Amherstburg will eliminate an estimated liability of \$2.8 - \$3.9 million in post-retirement benefits from the Town's financial obligations?**



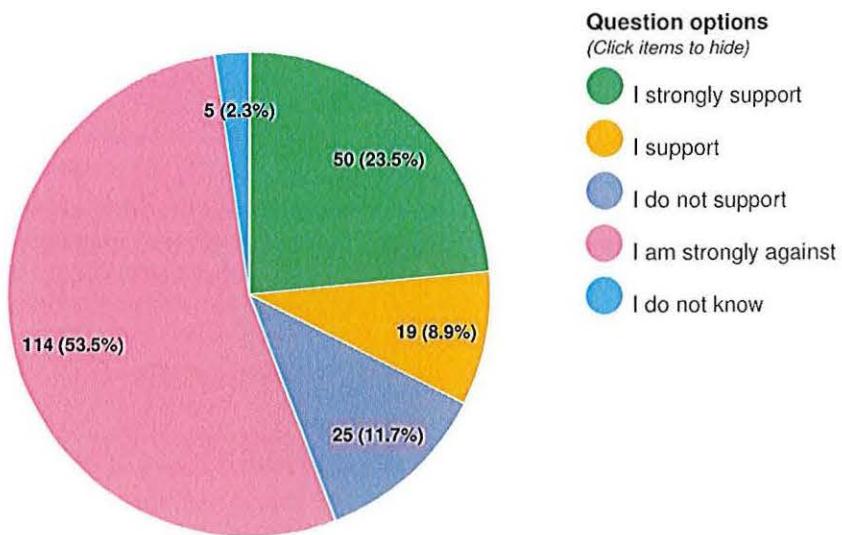
(213 responses, 0 skipped)

**Q6 Are you aware of the fact that with the proposed contract for police services from WPS, Amherstburg will have the same number of front line police officers in the community?**



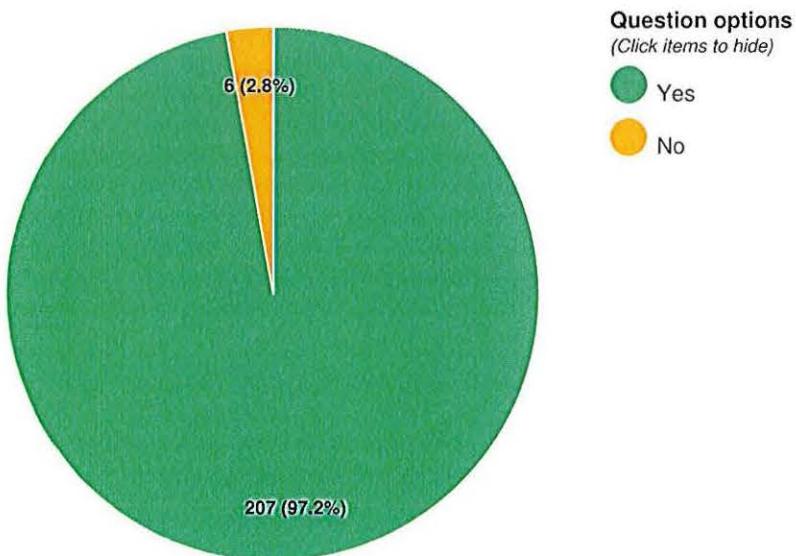
(213 responses, 0 skipped)

**Q7 Do you support the current proposed question of contracting community policing to the Windsor Police Service?**



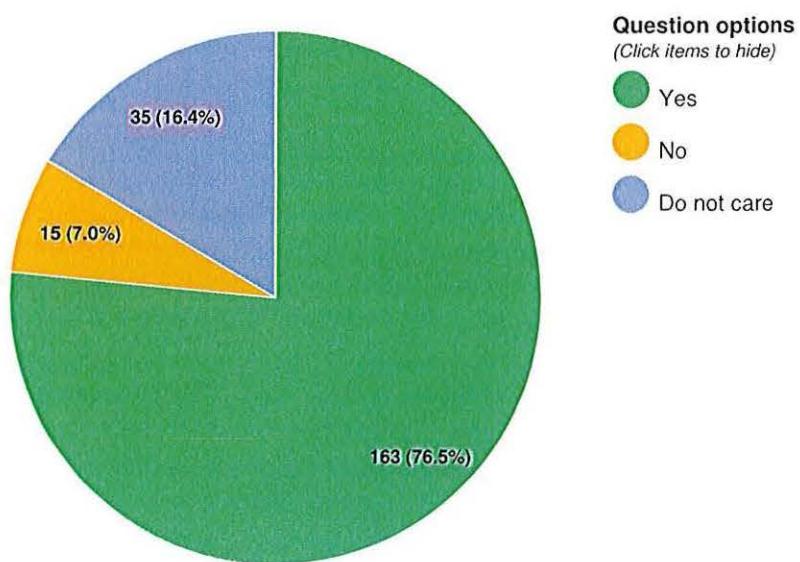
(213 responses, 0 skipped)

**Q8 Are you aware of the fact that there will be no job losses with the proposed police services contract with Windsor (both the current Chief and Deputy Chief will remain in senior positions)**



(213 responses, 0 skipped)

**Q13 Are you aware that the administration of your police service would move to the City of Windsor if approved?**



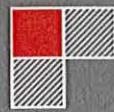
(213 responses, 0 skipped)

2018

# Community Policing Research & Consultation.



DRAFT DATA



## **OVERVIEW**

Quantitative Research Data and Analytics QRD+A (prepared the following engagement proposal with respect to telephone survey research for the Town of Amherstburg.

## **SCOPE OF WORK / SERVICES**

At the outset of the project, QRD+A and its qualified teams will have a meeting (if needed) in person or via teleconference with the client team. This/these start up meetings will deal with the project's objectives, and the relevant issues and desired outcomes of the research project. To be discussed will be the research methodology, an agreement on the data collection dates, a confirmation of the sample selection and a detailed work schedule and project initiation.

The first objective of this process will be to develop a survey instrument. Prior to the set-up meeting we will provide a sample or samples of questionnaires for review in order to optimize the meeting and its outcomes. After the start up meeting, QRD+A and our team will then, after feedback has been gathered, provide changes or amendments to the survey instrument or the questionnaire. The design stage will be an interactive and consultative process between all team members.

### **Population and Sampling Frame**

There is next the issue of the database and or the sample frame from which we will choose our random sample. QRD+A will purchase a most recent dual frame RDD database that will be inclusive of land lines and cell phone only residences. Our recognized industry database supplier will provide us with the database. The screening or selection parameters will ensure that we reach residents of the Town of Amherstburg 18 years of age or older.

We will also closely watch our data collected to ensure that we get a representative sample of the general population that matches the Statistics Canada figures for the area.

## **Ensuring Randomness**

In order to ensure a random sample for the survey, respondents are selected using a random digit dialing (RDD) procedure. RDD sampling ensures that all eligible respondents within the database have an equal chance of being interviewed. QRD+A has state-of-the-art sampling and telephone technology to ensure effective random digit dialing.

## **Conduct of Surveys**

We propose conducting surveys using live operators (at the New Brunswick QRD+A call centre) using the person to person telephone survey approach. We employ a multi-lingual staff including French / bi-lingual interviewers.

The live person to person approach is the best and most accurate method to gather information as opposed to robo-calling, or other automated methods. It allows us the ability to have a more in depth survey with open probes to be researched by live operators. As well, we do not block our numbers so respondents may see who is calling them – a further means by which we increase our response rate.

Prior to full data collection, we recommend a pilot testing of the survey instrument on a (minimum) sample of 5 respondents. Pilot testing is an essential step that will ensure that there are no deficiencies, discrepancies in the questionnaires, it's wording/phrasing or clarity, and to ensure that there are no errors in the CATI programming. The client may listen in on the calls or they may be recorded and sent for review and if there are no further changes we will proceed to the data collection stage. The surveys will be conducted using computer-assisted techniques of telephone interviewing (CATI).

Initial calls will be made from 6-9 pm and subsequent calls from no answers or busy numbers will be made up to 5 times on a staggered daily rotating basis from 9 am to 9 pm over the call period – including at least 1 weekend call. After the 5<sup>th</sup> call the number will be discarded (or after a refusal, out of service etc) and a new number will be added to supplement it. In addition, telephone appointments will be scheduled at a more convenient time for those too busy to complete an interview at the time of being called. Respondents unwilling to complete the survey by telephone may also be offered the opportunity to complete the survey electronically or online. Here respondents are provided with a permissive password to access the online survey.

Throughout the data collection process 20% of all interviews will be monitored and 100% supervised by call centre management to ensure quality control. Regular update reports (as requested) will be provided to the client with respect to the status of the data collection process including progress. Data collection is expected to take 4-5 days.

At the end of the data collection stage, the data will be cleaned; coded and any open-ended questions will have their verbatim responses coded into manageable categories.

## **Analysis and Reporting**

QRD+A will also provide a written report that includes the findings of the telephone and online resident survey, with analysis and recommendations as well as descriptive statistics (e.g., frequencies, means, cross-tabulations, etc.), tables and/or graphs, to help interpret the survey results. A sample disposition will be provided that will outline the number of calls made, the response rate, etc.



A report will be provided that will contain (but may not be limited to) the following:

- A description of the research methodology (objectives / methodology & logistics / sample disposition). This section will outline information such as the method of interviewing, the number of completed surveys (sample size), the timing and the margin of error.
- An executive summary / analysis or key findings section. It will include tables along with histograms and charts (where applicable) along with an analysis. We will highlight any differences that are a function of demographics and vote intent.
- Through an executive summary report of the survey's finding and its detailed analysis and recommendations.
- Results by question report section
- Cross tabulations section with findings broken out by demographic groups & vote intent
- Tabulations of the detailed data tables of the survey results will be provided

Questions will be asked by random rotation.

#### **Questions:**

##### **1. Are you aware of the currently estimated \$567K in annual savings?**

**Yes - 46%   No- 34%   Do not know - 20%**

##### **2. Are you aware of the fact that with the proposed contract for police services from WPS, Amherstburg will have the same number of front line police officers in the community?**

**Yes-45%   No -55%**

##### **3. Do you support the current proposed question of contracting community policing to the Windsor Police Service?**

**I strongly support-18%   I support-22%   I do not support-19%   I am strongly against-22%   I am undecided- 19%**

##### **4. Are you aware that the governance of your police service would move to the City of Windsor if approved?**

**Yes-60%   No-31%   Did not know-9%**

### **Telephone Survey- 5-7 Minute Survey**

The following is a cost breakdown assuming a 5-10 minute questionnaire with various sample sizes.

Sample Size (N)	Margin of Error
600	± 4.0% 19/20 times

The above costs include questionnaire design, CATI programming and reporting. HST is in addition to the pricing provided.

QRD+A  
1 Yonge St  
Suite 1801,  
Toronto, ON  
M5E 1W7

**Ministry of Community Safety  
and Correctional Services**

Office of the Minister

25 Grosvenor Street  
18<sup>th</sup> Floor  
Toronto ON M7A 1Y6  
Tel: 416-325-0408  
Fax: 416-325-6067

**Ministère de la Sécurité communautaire  
et des Services correctionnels**

Bureau de la ministre

25, rue Grosvenor  
18<sup>e</sup> étage  
Toronto ON M7A 1Y6  
Tél. : 416-325-0408  
Téléc. : 416-325-6067



MC-2017-2825

**JAN 18 2018**

His Worship Aldo DiCarlo  
Mayor  
Town of Amherstburg  
271 Sandwich Street South  
Amherstburg ON N9V 2A5

Dear Mayor DiCarlo:

Thank you for your letter regarding the Town of Amherstburg's eligibility for the Policing Effectiveness and Modernization (PEM) and Reduce Impaired Driving Everywhere (RIDE) grants as the town explores the possibility of contracting for police service delivery from the City of Windsor. I apologize for the delay in responding.

I would like to congratulate the Amherstburg Police Service for its success in being approved for funding under the 2017/18 PEM grant. As the Ministry of Community Safety and Correctional Services moves towards supporting outcomes-based, local community safety and well-being approaches, we want to ensure that the Town of Amherstburg can continue to benefit from initiatives that improve the effectiveness and modernization of policing services through the transitional PEM grant.

As such, should the town switch to contract policing and receive police service delivery from the Windsor Police Service, your allocation under the PEM grant would become available to the Windsor Police Service, provided that the funding is being used for initiatives that benefit the town and that this is clearly demonstrated in any forthcoming application.

However, please note that while the PEM grant is available in 2018/19, it is a transitional grant. Our ministry is continuing to review its grant programs and consult with our valued stakeholders to inform the structure of grants in future years, with the aim to better support the shift to an outcomes-based grant program that aligns with the Strategy for a Safer Ontario. Further information on grants transformation and future consultations will be communicated to stakeholders as soon as possible.

In regards to the RIDE grant, funding is available to municipal and First Nation police services and Ontario Provincial Police contract locations. The Windsor Police Service would be eligible to apply for funding under the RIDE grant, and as part of its application, it could take into account the communities for which they provide policing services, including the Town of Amherstburg.

.../2

Mayor Aldo DiCarlo

Page 2

In conclusion, I wish to thank the Town of Amherstburg and the Amherstburg Police Service for their hard work and dedication in maintaining a safe and healthy community.

Thank you again for your letter.

Sincerely,

A handwritten signature in black ink, appearing to read "Marie France-Lalonde".

Marie France-Lalonde

Minister