



Request for Proposal For City-Wide Policing City of Kenora

Prepared for
The Council Committee on Police Services
October 2007

**REQUEST FOR PROPOSAL
FOR THE PROVIDING OF CITY-WIDE
POLICING SERVICES TO THE
CITY OF KENORA**

The following criteria is the minimum requirements for the Request for Proposal that police services must address in defining their proposals for city-wide policing in the City of Kenora.

Police services may provide additional information that they would like the Police Costing Review Committee to consider in submitting their responses. That information should be in the form of an addendum attached to the RFP.

The Request for Proposal responses are to be returned no later than Friday, November 30, 2007. The Responses are to be returned to Mr. Bill Preisentanz, Chief Administrative Officer for the City of Kenora, 1 Main Street, Kenora, Ontario, P9N 3X2 by 4:00PM.

1. Crime Analysis, Prevention and the Reduction of Victimization:

The City of Kenora will expect that police services engage in on-going accurate crime, traffic and calls for service analysis so that the policing emphasis is continually on the prevention of incidents and the reduction of the victimization of City residents.

1. In providing community oriented crime prevention initiatives how would your police service determine the need for directed crime and traffic patrols and describe how your police service uses intelligence-led crime and traffic analysis in determining your strategy for community patrols.

Your response should address what current systems/resources exist in your police service that:

- a). assist in determining the need for *directed* community patrols;
 - b). provide *analysis* of call load and public disorder complaints.
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2. What crime and traffic collision prevention programs does your police service currently offer to the citizens of Kenora?
 - a) In providing these services to a City-wide responsibility what additional crime prevention programs would be offered and what additional resources will be required for your police service to provide an increased crime prevention capability in the City of Kenora
 - b). If any or all of these crime analysis or crime prevention functions are to be provided by another police agency specify which agency and whether any agreements exist, including costs, and whether these shared services arrangements are portable to City-wide policing.
 - c). If the new or additional programs will require additional resources then those costs and resources need to be included in the cost section of your RFP response.

2. Staffing Model and Response Models:

The City of Kenora expects that their police service will be adequately staffed to provide 24 hour response to calls for service. While there are some differences in the response time expectations and methods of response between the more rural and urban sectors of the City all citizens need to be satisfied that there are a sufficient number of police officers on-duty to provide an emergent response to all serious incidents.

- a). In responding to emergency calls for service 24 hours per day what will be the front-line (Sergeant and Constable) on-duty staffing complement that you contemplate in your staffing model?
- b). In defining your staffing model demonstrate the numbers of officers that will be allocated to each of the three sectors of the City of Kenora if your staffing plan contemplates using a zoned policing approach.
- c). In addition to this base level of general patrol officers what additional number of officers or specialized patrol services will be available in your policing model for such functions as special traffic, special crime, foot and bicycle patrols and for patrols of the those areas in the City of Kenora where Snow Vehicle and All Terrain Vehicle patrols will be necessary?

Note: If your staffing allocation does not require additional personnel for these functions it will be assumed that these duties are completed by the regular patrol officers previously described and on an as available/required basis. If it does require additional staffing those costs must be included in your cost statement.
- d). What will be the **minimum** guaranteed staffing level of police officers "on-duty and on patrol" in your model before you will utilize either call-outs or overtime?
- e). Define any additional specialists patrol capabilities that will be provided by your police service in the City-wide model.
- f). If any specialists capabilities will be provided from *outside sources* who will provide these services? What, if any, will be the costs for the use of these external specialists? Have the outside suppliers of services provided a shared services agreement and estimate of a charge-back cost?
- g). Does your police service have any protocols or investigative agreements with the Treaty Three Police Services, other Ontario or Manitoba police

services, or the RCMP that will enhance your staffing or investigative capabilities?

- h) Does your proposal contemplate two member patrol requirements? If so describe when two member patrols will be required and ensure this requirement is built into your staffing plan.
- i). Please identify how many members of your police service have more than ten years of service at the Kenora Police Service or served more than ten years at the OPP Detachments or OPP Regionally/Provincially deployed units in the City of Kenora.

3. Special Event/Major Incident Policing/:

Special events such as Harbourfest and the Summer Concert events bring a tourism and culturist focus to the City of Kenora. Many volunteers donate their time and efforts throughout the year to make these events successful. The events are important to the economics of the community. To safely police these events an increased police presence is required both at the event site and throughout the City of Kenora.

As well, trains and transport vehicles travel through Kenora carrying a variety of Hazardous Materials in their loads. There is a potential for the community to experience both man-made and natural disasters and pre-planning of the police response and proper mobile command capabilities may be necessary in the event of such emergencies.

- a). How does your police service contemplate policing a major event such as Harbourfest in terms of increasing patrols in the community?

How will the additional police presence be created/funded?
- b). Does your police service have any servicing agreements with any other police service to provide additional police officers when required for special event policing?
- d). What additional equipment does your police service have for on-site visibility and/or command capabilities at large public events and gatherings or to act as a an Operations Command Unit for serious criminal investigations or disasters?
- e). In the event that your main operational Communications Centre is contained in the disaster area does your police service have any capability to establish an alternate emergency management operations centre and communications capabilities from anywhere else in the City or outside of the City?
- f). Do you have members of your police service trained through the Canadian Emergency Preparedness Centre, or an equivalent training centre, and if so in what courses?

4. Policing Services in the Core Business Areas:

The Chamber of Commerce and Kenora.biz, as well as the local bar owners who were interviewed in the study have expressed a desire for greater policing presence in the business district of the City. On the day of interviewing three downtown business owners were faced with storefront window damages that had occurred during the previous night.

The Economic Development Department of the City also report that “the unique architectural features of the Kenora business district are hidden behind cladding and other less attractive barriers because of vagrancy and vandalism.” The City of Kenora is ready to make a significant investment in the downtown core area with the Kenora Downtown Streetscape Beautification Project.

A higher level of police presence is required to give both residents and tourists a sense of safety and security in the City of Kenora business district.

- a). What additional service levels, if any, can the Business Community expect if your police service was to become responsible for city-wide policing in Kenora?
- b). What specific strategies can your police service offer that would reduce or prevent vandalism and other nuisance acts in the core business area of Kenora?
- c). Will your police service implement a Community Office or other sub-office of the police service in the business core or at the Pavilion area to increase the police presence and service level in the core business district of the City of Kenora? If this strategy involves additional costs that cost must be shown in your cost statements.
- d). What is your police services current involvement with the community Business Owners, Chamber of Commerce, Kenor.biz and what crime prevention strategies have you offered the business community in the past twelve months?
- e). The City of Kenora has eight licensed bars. At the 2:00 a.m. bar closing time the downtown area witnesses a large number of persons in the streets, many of whom are in various states of intoxication. This is also described as the peak time for vandalism of store properties. A large number of under age youths are also in the streets at this time, particularly, on weekends. What

preventative measures does your police service contemplate to reduce crimes and liquor violations in the downtown bar districts of Kenora?

- f). What communications strategy has your police service, or will your police service develop within the business community and bar owners to ensure the police service is continually aware of the concerns of the business owners and bar operators in the City of Kenora?

5. Communications:

The police communications system is critical to the safety of police officers and the safety of the community. As a minimum standard all police officers must be capable of reaching the base station communications unit and have the capability of officer-to-officer communications from any area in the City of Kenora. Such a system must provide full coverage throughout the City of Kenora, both mobile and portable, and provide a fall-back or alternate system of communication in the event of the main communications system failing. Ideally, the police communications system should be able to allow a dedicated communications response to a major emergency and simultaneously maintain regular police patrol communication services in all other areas of the City of Kenora.

- 1) Where will the Communications Centre be located for your police service?
- 2) At a minimum the police communication systems must provide 24 hour police two-way communications coverage throughout all of the City of Kenora for all mobile units and portable communications for all officers while on foot patrol. Does your police service provide this capability now?
- 3) Both mobile and portable communications equipment must include *emergency assistance* (10-78) capabilities for officer safety. Does your current communications system provide this level of capability now?
- 4) Describe any technical enhancements that will be required to your existing communications system that would be required to meet the requirements of 2) and 3) above in a city-wide policing responsibility.
- 5) Identify the age and the technical description, including the manufacturer, of the base police communications system. Is your police radio system digital or analogue capable?
- 6) Who will be the communications system maintenance/repair service provider for your police system and is that repair service available 24 hours per day?
- 7) How will 9-1-1 call handling and accessibility by the Hearing Impaired be accomplished within the call-taking functions of your police service? Are you operating on an enhanced 911 system now?

- 8) Ontario Regulation 3/99 requires that the Communication Centre be supervised by an on-duty member of the police service. How will your police service meet the requirement for supervision in your police communications centre?
- 9) If this communications supervision standard is not already contained in your staffing model identify these positions.
- 10) Please provide a statement in your response that attests to the fact that all current communications personnel, including uniformed supervisors, meet the prescribed training standards for communications operators. If they do not, please advise how this requirement is to be satisfied in the City-wide police communications services.
- 11) Describe the current staffing of your communications centre throughout the day (number of operators) and if part-time communications operators are to be used describe whether they will be trained to Ministry accepted communications standards.
- 12) In the event of the primary communications system failing what communications back-up systems will be in place and how will that system provide reliable on-going City-wide communications for police personnel?
- 13) What will be the start-up equipment costs for supplying the complete tower, mobile, fixed and portable communications equipment necessary to meet the described level of communications? These costs should be shown as one-time costs in your proposal. If these costs are more than one-time costs the entry should be included in the annual Direct Operating Expense portion of your RFP.
- 14) What will be the expected on-going annual costs to provide, operate and maintain this system in the City of Kenora in 2007?
- 15) What will be the tower arrangement of the city-wide police communications systems and identify where towers will be located? Describe each tower as a primary tower site or repeater tower.
- 16) Does your current police communications system have any areas in the City of Kenora where reliable mobile or portable communications are not being provided in your existing police jurisdictions?
- 17) Will additional communications operators be required to operate your police communications systems in your city-wide police model? These additional staffing costs must be identified in your proposal.

- 18) Will the communications system have the ability to provide dispatch services for other emergency services in the City of Kenora such as fire services, hydro, telephone and after hours call-out dispatching. If your police service is currently call-taking and dispatching other municipal services list those services and advise of any cost recovery fees obtained for providing these services in your 2006 police services operating cost statements.
- 19) If you are/were to provide 9-1-1 call download services to the whole of the City of Kenora what are/would be those costs?
- 20) *Question directed to the Ontario Provincial Police*, if you were to police the City of Kenora would your police service maintain a beat radio system that would allow the officers to communicate between each other and handle non-urgent calls from the police service offices, and the public, without the calls being routed through the OPP Thunder Bay Communications Centre?

Can you provide information on how the OPP Communications in Thunder Bay will know where a call for police is being made from in the City of Kenora? Exactly, you are being asked what mapping; call identifying, and location of the caller information your communications system will be capable of providing that will assure citizens the police will know where to go within the City of Kenora.

6. Record Entry Systems

Civilian entry systems are in use in several Ontario Police Services and these systems reduce significantly the administrative and report writing time faced by police officers. The City of Kenora study views civilian entry as both a time-saver and a cost-effective manner to deliver police services. It also has the potential to reduce the number of uniformed officers by transferring these reporting duties to more properly trained civilian entry clerks.

- 1). Will your police service model utilize a civilian entry system? If so, what will be the expected start up costs of such a system that would be the responsibility of the City of Kenora to provide? What will be the expected annual operational costs to operate a civilian entry system?
- 2). What number of civilian records entry positions would be required to provide civilian entry services for the uniformed officers that will be operating in the City of Kenora?

These staffing costs should be shown as a separate item in your cost statement under the category of *Civilian Entry System Costs* since this is an enhancement from the existing police services models. Your final cost statements will need to show total policing costs with civilian entry and total policing costs without civilian entry.

- 3). Would the civilian entry system provide an opportunity for the police service to reduce it's expected uniformed staff positions by transferring the reporting functions to civilians? If so, how many less police uniformed positions would you anticipate the civilian entry system would produce?

7.1 Criminal Investigations:

The City of Kenora residents have an expectation that their police services be capable of investigating, or ensuring the proper investigation, of all crimes in the community. However, it may not be cost effective to train and equip members of the police service to the standards necessary for investigating all crimes. Outside criminal investigative support by larger, more equipped police services, with greater expertise and skills in criminal investigation may be a more rational and cost effective manner of investigating serious crimes.

1. How many criminal investigation members are contained in your proposal?
2. How many criminal investigation supervisors are contemplated in your proposal and what will be the rank of these supervisors?
3. What threshold or types of crimes will not be provided by in-house criminal investigators?
4. Who will provide external investigative support services and what are the expected costs for these supports? Do service agreements currently exist?
5. Will these investigative protocols continue to exist in the City-wide model?
6. How many officers in your police service have received Ministry training and are current and equipped for using the Power Case Crime Management program?
7. Does your police service provide specialist investigative services to any other police service?
8. Has the Crown Attorney's Office directed or recommended consultation relative to Section 9 (4) of the Police Services Act such that your police service must contact the Crown Attorney when it is investigating serious crimes in your existing jurisdiction?

If such direction exists, identify the threshold of crimes that the Crown Attorney will require to be consulted on and may require another larger police service to investigate or over-see the investigation by your police service.

7.2 **Investigative Supports:**

1. Define in your proposal the number of officers that currently provide or will be trained in the following investigative areas.
 - a). a criminal intelligence capability (CISO Officers)
 - b). Scenes of Crimes (SOCO) Trained Officers
 - c). Forensic Identification
 - d). Canine Handler
 - e). Technical Collision Investigation and Reconstruction
 - f). Intoxilyzer or Breathalyzer Operators
 - g). Physical surveillance
 - h). Video/Photographic surveillance
 - i). Polygraph
 - j). Behavioural Sciences analyst

2. If the police service will not have all of the above capabilities what police service or approved agency will perform these functions?

Do service agreements currently exist between your police service and other police services concerning the investigation of threshold or serious crimes and will these arrangements be portable into the City-wide policing model?

Has there been a cost structure determined for the external police services support?

3. Are there any agreements in place where your police service is responsible for supplying investigative supports or expertise to any other police agency?

4. In terms of the qualifications of your existing Forensic and other investigators are there any members of your police service qualified to provide "expert" evidence in court? If so, in what areas has your officer been qualified as a court expert and in which courts?
5. Do your existing Forensic Identifications exhibit processing capabilities meet the standard of expectation that was detailed in the Campbell Inquiry?

Are separate and environmentally controlled exhibit processing and storage facilities available in your police service that will allow for separate analysis of victim and accused exhibits?

How does your police service ensure a proper peer review of the Forensic Officers findings and conclusions?

6. In the following chart indicate whether your police service currently has the investigative capability, will develop the investigative capability, or will undertake service or investigative agreements with another police agency to have the following investigative expertise available to the City of Kenora.

<u>Investigation Type</u>	<u>#Qualified Now</u>	<u># That Will Be Qualified</u>	<u>Externally Provided by Whom?</u>
Homicide			
Attempt Homicide			
Physical and Sexual abuse of children			
Criminal Harassment			
Drug Offences other than Simple possession			
Elder abuse and vulnerable adult abuse			
Major Fraud and False Pretences			
Hate or bias motivated crimes and hate propaganda			
Found Human Remains			
Illegal gaming			
Missing Persons			
Parental and non-parental abductions			
Offences involving firearms			

Proceeds of Crime			
Property Offences including break and enter and arson.			
Robberies			
Sexual Assaults			
Youth crimes including youth gang detection			
Child Pornography			
Domestic Occurrences			
Stolen or smuggled Firearms			
Vehicle Theft			
Organized Crime Organizations and Street Gangs			

7.3 **Response to Kakegamic Homicide Findings:**

On February 18, 2004 Mr. Justice P.B. Hambly delivered a decision in the Max Kakegamic homicide in Kenora. In his findings, Justice Hambly was justly critical of the police service in stating “the accused cannot get a fair trial because the police did not perform their function”. The details of these investigative errors are documented in the transcripts of the dismissal hearing.

1. *Directed to the Kenora Police Service*, since this ruling by Justice Hambly in 2004 what has your police service done in regards to any investigative changes, policy or procedures to ensure the community that your police service will “perform their functions” in major criminal investigations in the future?

Provide any policy, procedures or directions or evidence of additional training or qualifications of your members that flowed from the Kakegamic case which will support your comments.

8. **Victim Assistance Services:**

The trauma of being a victim of a crime or involvement in serious motor vehicle collisions can change lives forever. Victimization is particularly impacting in violent crimes, sex crimes, domestic violence and in crimes where the victims are either children, seniors, or otherwise marginalized or fragile individuals.

The City of Kenora expects its police service provider to have a high level of understanding of the needs of victims. Police services throughout Ontario have relied on trained victim assistance volunteers trained to the standards of the Ministry Victim Assistance Program. Such programs as VCARS (Victim Crisis Assistance and Referral Service) provide a high level of victim support and assistance to police services.

1. Does your police service participate in the VCARS program or other similar Ministry recognized victim assistance programs? (This is different than the Witness Assistance Program available at the Kenora Court.)

2. Does your police service provide any specialized training for your officers that would ensure a proper level of support is provided to
 - sexual assault victims
 - mentally challenged persons
 - marginalized persons
 - abused children
 - elderly
 - individuals who were subjected to the Residential School system and abuses within that system.

9. **Public Order Units**

Adequacy Standards in Ontario for police services requires each police service to have a Public Order Unit or to have the Board enter into an agreement for another service to provide a Public Service Unit.

1. Does your police service have a public order unit? If not, what police services are providing this level of response to your police services currently?
2. In the City-wide proposal will your police service provide a public order unit or continue to contract the services of a public order unit from another police service?
3. How is your Public Order Unit trained, by whom, when and where were the last two training sessions of the Public Order Unit completed?
4. What is your police service's capability to respond to incidents such as aboriginal land claim disputes, strikes, and other public protests?

10. Emergency Response Units:

Ontario Adequacy Standards require police services to have specific emergency response capabilities. The police service can either provide these services or the Board can enter into agreements for the supplying of these services by another police service.

1. Indicate how each of the following Emergency Response Services will be provided to City of Kenora in your proposal. What costs are associated with these services that are not already contained in your proposal?

<u>Requirement</u>	<u>Currently Provided</u>	<u>To be Provided In-House</u>	<u>To be Provided by whom?</u>
Tactical Unit			
Hostage Rescue			
Major Incident Commanders (Trained)			
Crisis Negotiators (including proper recording equipment)			
Police Explosives forced entry technician			
Explosives Disposal Technician			
Emergency Response Team-Containment			
Emergency Response Team-Search and Rescue			

2. What is the expected response time of each unit to Kenora City?

Tactical Unit:

Hostage Rescue:

Major Incident Commander:

Crisis Negotiators (2 minimum):

Police Explosives forced entry technician:
Explosives Disposal Technician:
Emergency Response Team-Containment:
Emergency Response Team-Search and Rescue

3. In the past three year period on how many occasions have the above units been utilized in your policing jurisdiction?

Tactical Unit:
Hostage Rescue:
Major Incident Commander:
Crisis Negotiators (2 minimum):
Police Explosives forced entry technician:
Explosives Disposal Technician:
Emergency Response Team-Containment:
Emergency Response Team-Search and Rescue:

4. Police Negotiators require proper equipment and training. The minimum requirement is the negotiations need to be conducted with two trained negotiators. The negotiations also need to be voice recorded.

Does your police service have at least two trained negotiators? If not, is there a services agreement in place for obtaining negotiator services from another police or government agency?

Where and when were the negotiators trained?

What was the most recent Negotiator refresher training completed and where was the training conducted.

Does your Hostage Negotiator equipment include voice and telephone recording capabilities?

Have your negotiators been trained with both the Tactical and Emergency Response Teams that will respond to incidents in the City of Kenora?

5. If your police service is citing the service to have an Emergency Response Team-Containment and/or an Emergency Response Team-Search and Rescue please list the equipment the police service possesses for these units.

How many members of your police service have been trained as Emergency Response members?

6. If your police service is citing that it has trained Major Incident Commanders how many Incident Commanders does your service have?

Have the Incident Commanders trained with the Tactical Team and Emergency Response Team that will be utilized for major incidents in your jurisdiction?

When was the last training with the Tactical Unit or Emergency Response Unit completed?

7. What Major Incident training have your Incident Commanders undertaken and where and when was the Incident Command training conducted?
8. If your police service is citing an explosives technician capability provide an explanation of what specialist equipment is available.
9. If there are other trained members in any aspect of Emergency Response that has not been captured in this Section of the RFP please include this information in your response.

11. Police Training-General

Mandatory training of police officers is required for such areas as firearms proficiency, use of force, CPR and First Aid, Vehicle Pursuit legislation, and for operation of radar and breathalyzer intoxilyzer instruments. All Ontario Police Services train at either the Ontario or Canadian Police College or at other accredited police and government training facilities. Supplementing this training is a series of approved video training programs on a variety of topics that are provided for self-learning by the officers.

1. How is your police service completing their annual mandatory training, where is the training provided, and who is the training agency?
2. In a City-wide model will your training locations and methods of training change? All training costs should be contained in your proposal including projected costs of cost-backs for training if your service will be using other police services training units/trainers.
3. How is Tazer training being accomplished and which officers are carrying Tazer weapons?

<u>Requirement</u>	<u>Current Provider</u>	<u>Provider in City Model</u>	<u>Training Agency/Service</u>
Firearms Training			
CPR and First Aid Training			
Use of Force Training			
Vehicle Pursuit Training			
Radar Training			
Breathalyzer/Intoxilyzer			
Emergency Response Team Training (if applicable)			

12. Police Service Offices and Public Accessibility

Under Section 4 of the Police Services Act the municipality is responsible for providing the buildings and infrastructure necessary to support the policing needs of the police service.

The strategic deployment of the policing and civilian support staff across the City of Kenora is important to ensure a proper response to calls for service, the most effective use of police resources, to provide residents with reasonable accessibility to the police service, and to reduce police operational costs.

Police buildings that contain incarceration cells must meet strict Ministry guidelines in regards to cell use and equipment. There must also be segregation of Young Offenders from Adult Offenders. The cell equipped police buildings must also provide for a secure phone line (non-recorded) and private area where the accused can contact and receive direction from his/her lawyer

The general public has a reasonable expectation to meet with a police officer during normal business hours at the main police stations. At other times, generally from 18:00 to 08:00 hours, the public has become used to using outside telephone connections to police communications officers or remain in a secure waiting area until a patrol officer can attend at the police building.

The public also has an expectation that some form of police presence will remain in each of the communities where police buildings or Community Services Offices currently exist.

1. In your proposal identify the adequacy or inadequacy of any existing police buildings to be utilized in the City-wide policing responsibilities
2. What additional police buildings will be required for the City-wide policing model and where will these additional police buildings be located?
3. What will be the costs to the City of Kenora to acquire or use these facilities for municipal policing?
4. What is the estimated costs for repairs or additions to the existing police buildings and what additional equipment costs will there be for these buildings.

5. In your proposal identify the geographical location of all full service or satellite/community service offices where the public can obtain police/client services.

6. How many police staff will be assigned to work from each police building in the City of Kenora? In addition to providing buildings any additional equipment or civilian staff needed to service the operations must be identified and built into your staffing proposal.

7. Equivalent rental costs for the use of any existing municipal buildings, other than Community Police Offices, must be identified. The City of Kenora can be expected to continue funding the Keewatin Community Police Office.

8. What will be the hours of operation of each police building and how will the public and the media contact police officers on patrol in their community during hours when the police buildings are closed to the public?

13. **Cadets, Auxiliary Police Officers and Civilian Police Committees and Volunteers.**

Cadets, Auxiliary Policing Officers, and Volunteers strengthen the visibility of police officers on patrol and at special events . Most police services use Civilian Volunteers in the form of Community Police Committees or Advisory Committees and to staff satellite offices. In some instances, volunteers are used to deliver some in-classroom safety presentations and both Cadets and citizen volunteers have been used to staff the front reception area of the regular police buildings.

Auxiliary Police officers provide support to the policing operations, create two member patrol vehicles, provide snowmobile and ATV and a second member for street and foot patrol functions. Auxiliary Police Units are a cost effective manner of operating community-based policing programs and improving police patrol functions.

1. How will your police service use civilian volunteers in your policing proposal?
2. If your policing proposal contemplates the use of Cadets or Auxiliary Police Officers define how each will be utilized.
3. In your current policing model, what civilian advisory committees does your police service meet with? Provide the minutes of the last two meetings as part of your response.
4. If there are costs associated with operating any volunteer programs those costs must be identified in your proposal.

14. Meeting the Needs of Seniors:

There were several seniors interviewed during the policing study. The Seniors of the community expressed a strong fear of walking in the streets, particularly at night, using public parks and even going into their own vehicle parking areas at night. Their fear comes from incidents where seniors have been interfered with and assaulted by the street people in Kenora.

In describing their fears they cite the location of the housing units being close to the LCBO and Beer Store as problematic due to the large number of intoxicated persons in the area. They describe being afraid to leave their residences at night and they are literally confined to their own buildings by evening.

In the City of Kenora there are 3,185 people over the age of 60 years which constitutes 21% of the total City of Kenora population. All projected growth figures describe the 60+ age group will continue to increase in Kenora.

The seniors also report that when they have called the police they are not being informed of what action the police have taken.

1. What community-based crime reduction training does your police service currently provide for seniors?
2. What additional crime reduction and safety programs could seniors reasonably expect to receive in your City-wide policing strategies?
3. In the City of Kenora the senior's housing projects are neighbouring to the LCBO and Beer Store. What enforcement strategies and other safety measures will your police service consider to heighten the sense of safety and security for seniors living in these buildings?
4. Seniors have a need to be informed when a policing action has occurred in proximity to their residential building so that they can be satisfied of their safety. Does your police service have any system of client call-back, seniors or otherwise, in your current policing operations?

15. **Community Consultation:**

The change to a city-wide police service will result in the service policing parts of the city formally those of another police service. There will be a need for the new service to become familiarized with the individual policing requirements of all three communities. High levels of community consultation have become the “best practice” for delivering cost-effective policing programs in Ontario.

1. What mechanisms would your police service put in place so that the concerns of all three communities will be heard and properly addressed by the police service and by the Police Services Board?
2. How does your police service currently consult with the community and what formal processes are there in place for the police and public to communicate on community safety concerns?
3. Will your police service use a Business Planning approach and will the police service establish measurable performance standards for monitoring the outcomes of policing in the community?
4. What mechanism will your police service use to monitor public satisfaction with the police?
5. Section 30 (1) of the Adequacy Standards requires the Police Services Board to produce a Business Plan that provides specific information to the public on the performance of the police service. The Chief of Police is required to provide reports to the Board with specific information on performance objectives, costs, crime and traffic performance, calls for service, and public disorder analysis and trends.

Has your police service met this expectation? If so please file evidence of your reports as it relates to the 2005 and 2006 annual reports and three year business plans.

6. How does your police service currently communicate it's annual plans, annual results, key policing goals and objectives and the results driven measure of the service in meeting these community policing objectives?

7. Where would the public be able to view the Mission, Vision and Value statements of your police service?
8. What process will your police service use to provide for public input and consultation into the future policing plans for the City of Kenora?
9. Media plays an important role in both informing and educating the public on the actions of it's police service. What strategies will your police service undertake to ensure the media receives regular reports on policing incidents and public safety concerns in the City of Kenora?
10. How will media communications be maintained during the summer months when regular media officers are assigned to regular patrols?
11. In the OPP model, if communications transfers to Thunder Bay, how will local media be able to contact and to receive information from the local on-duty OPP patrolling members in the City of Kenora?

16). Sexual Assault and Child Abuse

In the period from 2004 to July 2007 in the City of Kenora there were 114 Sexual Assaults confirmed by police.

Women who use the City parks and walkways expressed strong opinions that they will not use public areas after dark or walk in some downtown streets for fear of their personal safety.

The medical community report that in some instances the police services are sending “rookie” police officers (both police services) to investigate sexual assaults. The investigation is weak and victims may be re-victimized by a poor investigation that falls apart at court or the gathered evidence is not secured and the case becomes unsustainable for a court prosecution.

While the plain clothes units of the police services do have sexual assault and major case management trained officers it is not these officers that are always assigned to sexual assault investigations. The recent Ministry audit of the Kenora Police Service found approximately 25% of sexual assault investigations were investigated by patrol officers with no major case or sexual assault training.

The same Ministry audit found that the police service lacked the necessary training and qualifications to investigate sexual abuse on children.

There is a larger concern that an even larger number of sexual assaults are occurring but not being reported to the police services.

1. What crime prevention programs and other prevention methods is your police service currently offering to reduce the incidents of sexual abuse and child abuse in the community?
2. How will your police service ensure that only trained and qualified criminal investigators and supervisors attend at all confirmed sexual assault investigations?

3. What other intervention strategies will your police service use to reduce the incidents of sexual assault, particularly amongst the homeless, who are the most vulnerable sector for sexual assault? The homeless are reporting high levels of physical and sexual assaults.
4. What number of your police service members have undertaken Ministry approved specialized training courses (not seminars) for the investigation of sexual offences?
5. What number of your police service members have received Ministry approved training or Ministry approved equivalency training in the investigation of child physical, emotional and sexual abuse? (Not seminars).
6. Does your police service have any working protocols with either the hospital emergency medical staff or the hospital designated sexual assault response team to ensure a coordinated response is made to sexual assault victims?
7. Does your police service have any working protocols with the Children's Aid Society or other child welfare providers for a coordinated response to abused children incidents?
8. In the city-wide policing model what changes will your police service make in your current response to:
 - a). Confirmed Sexual Assaults
 - b). Confirmed reports of Child Abuse.
9. In the period between 2004 to June 30, 2007 how many persons did your police service place on the sexual offender registry? How many DNA registry samples were taken by your police service?
10. In the period between 2004 to June 2007 how many incidents of child abuse or suspected child abuse were reported by your agency to an appropriate Child Welfare Agency? How many incidents of Child Abuse were investigated by your police service in this period?
11. In the same period how many VICLAS records were filed by your police service?
12. What training does your police service provide on Internet Safety and protection from abduction for the youth of Kenora?

17). **Domestic Violence:**

In the period from January 2004 to June 2007 the police services serving the City of Kenora reported 407 Domestic Disturbances. Domestic violence is obviously a safety concern particularly since the interviews with agencies providing support to victims of domestic violence report that only 30% (approximately) of the women who experience domestic violence report such violence to the police for investigation. Of the cases reported in 2006 only 14% of the reported cases to the police resulted in charges. Domestic violence against aboriginal women is higher than the violence toward non-aboriginal women.

To demonstrate the extent of this issue, the Saakaate House Women's Shelter Crisis line handled 1,195 calls for assistance in relation to Domestic Violence between January 1st and September 30, 2007. The number of crisis calls for assistance in Domestic violence is increasing. Not all of the following service calls are from the City of Kenora but it is effective in showing an increasing amount of domestic violence throughout all of the areas served by the Saakaate House.

Calls for Assistance-Saakaate House Crisis Line 2003 to Oct. 2007

<u>Year:</u>	<u>Number of Calls</u>
2004	1,126
2005	1,178
2006	1,131
2007 Oct.	1,195

1. What crime prevention programs and other prevention methods is your police service currently offering to reduce the incidents of domestic violence in the community?

2. Does your police service provide any specialist training on domestic violence for the members of your police service?
3. Does your police service have a domestic violence coordinator?
4. How many Domestic Violence reports did your police service report to the Ministry in 2006?
5. On October 13, 2004 both police services signed working protocol agreements with the Women's Shelters serving the City of Kenora and the surrounding communities. Is your police service following that protocol and if not how is your police service currently responding to domestic violence?
6. The Saakaate House has offered awareness training for police service members in dealing with Domestic Violence issues. Has your police service taken such training? Do they receive such training from other sources, if so, from what source?
7. Are any of your police service members serving on the Board of Directors of the Children's Aid Society, Make Kenora Home Project, or the Saakaate House Women's Shelter?
8. Are all members aware of and following the Ministry directive on proceeding with the arresting and charging of the abuser in domestic violence incidents where reasonable and probable grounds exist? Are there any cases where this procedure is not being followed?
9. How many cases of Child Abuse did your police agency make on behalf of children witnessing incidents of domestic violence in 2006? (This is the highest form of emotional abuse in children).

18. Illegal Consumption of Alcohol and Intoxication:

The tolerance for illegal consumption of alcohol and for public intoxication in the City of Kenora is greater than in other Ontario cities. Intoxicated persons do not only require police responses but often both fire and ambulance services respond to these calls. The costs to the community for this response is astronomical. In one day a single intoxicated persons was brought by ambulance to the emergency unit of the hospital five times. It is not uncommon to see all three emergency services dealing with a single individual.

The effect of the constant presence of intoxication and illegal consumption is negatively affecting the efforts on community economic development. The presence of intoxicated persons gives many women, children and seniors a sense of being unsafe in certain areas of the City.

The police services are being criticized for trying to devalue the high levels of illegal liquor consumption and intoxication as social and medical issues, not as police issues.

The issue is particularly present in the Kenora Police Service area where the police service initiates few charges under the Liquor License Act. The non-enforcement approach and the lock up and release of intoxicated persons is clearly not working and the lack of consequence for illegal consumption of alcohol is enabling these illegal acts to continue. The discounting of other illegal acts as intoxication and the apparent tolerance by police for open consumption of liquor in Kenora is causing the community to become de-sensitized to the illegal consumption of alcohol.

**Enforcement Statistics
Liquor Violations-City of Kenora
2004 to June 30, 2007**

<u>Kenora Police Service</u>	<u># of Police recorded Liquor Incidents</u>	<u>#Charges</u>	<u>Incidents Cleared Otherwise</u>
Jan to Jun 2007	1055	23	934

2006	2165	70	1837
2005	1895	36	1722
2004	2379	43	2099
<u>Kenora</u>	<u># of Police Recorded</u>	<u>#Charges</u>	<u>Incidents</u>
<u>OPP</u>	<u># Liquor Incidents</u>		<u>Cleared Otherwise</u>
Jan to Jun 2007	21	13	7
2006	38	23	14
2005	32	11	11
2004	45	22	18

1. In the policing of the City of Kenora how will your police service deal more effectively with the illegal consumption of alcohol and the number of intoxicated persons in the community?

19. Youth Crime

The City of a Kenora has recently released statistics tracked in the Municipal Performance Measurement Program that shows the youth crime rate in the City of Kenora has increased from 175.43 youth crimes in 2005 to 202.05 youth crimes in 2006 based on the number of incidents per 1000 people. While violent crime rates and property crime rates declined in 2006 the youth rates are increasing. In 2006 Canada-wide the youth crime rates increased by 3%, the first increase in youth crime since the Youth Criminal Justice Act was introduced in Canada. The 15.5% increase in Youth Crimes in the City of Kenora in 2006 is much greater than the 3% average increase in youth crime in other communities in Canada.

1. While the number of youth crimes are showing increases the pattern of youth crime remains unchanged in that the City of Kenora youths are most likely to be charged with Assault Level 1 (common assault), bail violations/fail to attend court, theft under \$5,000, Break and Enter, and Mischief under \$5000. There are few youth charges for drug offences. What current intervention strategies does your police service use to reduce youth crimes in these key areas?
2. Does your police service have a dedicated youth officer program and describe how that program operates?
3. What secondary school anti-crime programs is your police service operating?
4. Does your police service have a protocol for both bomb threat and weapons in schools between the police service and your local school board? (Not the Rapid Response Protocol).
5. The Youth Criminal Justice Act requires police officers who give ‘warnings’ to Young Persons to record the warning in the police record system. In the Years 2005, 2006 and until June 2007 how many warnings were issued by your police service?

6. Given the known number of youth crimes and the known number of recorded “warnings” what other dispositions did your police service use to come to the number of “cleared otherwise” incidents you have recorded for youth crimes?

20. **Illegal Drug Use:**

Interviews with bar owners, the medical community, drug and alcohol councilors and physicians have all confirmed a strong presence of illegal street drugs. The presence of Cannabis, Heroin, Cocaine, Crack Cocaine, Opiates, and steroid based drugs is reported in the community.

One of the scariest aspects of the Kenora drug trade is the presence of Oxycocet, a prescription drug that is highly addictive and generally prescribed in late stage terminal illnesses. The community commented that the persons dealing drugs and the locations of crack houses in Kenora are well known by anyone seeking drugs. Comment was also made that “there appears to be no meaningful enforcement” of those dealing drugs in Kenora.

Kenora also has one of the largest safe needle exchange programs in Ontario. Those that do enter treatment for their drug dependency generally have multiple addictions to various drugs. In fact, multiple addictions are present in 2/3 of those seeking treatment. Presence of Cannabis based chemicals (THB) was also present in 95% of those seeking addictions treatments..

It is suggested the drugs in Kenora are controlled by both the Hells Angeles and other known Winnipeg based street gangs.

1. The City of Kenora obviously requires a higher level of enforcement of the drug laws and greater effort taken on known drug dealers in Kenora. What capacity does your police service have to increase their enforcement of illegal drug use and to identify those persons who are active in the distribution of drugs in the City?
2. What drug education programs are currently offered and what additional anti-drug programs will be offered in the City of Kenora if your police service is entrusted with the city-wide policing responsibility?

3. What Ontario, Canadian and American law enforcement and police agencies has your police service regularly engaged in your joint forces efforts to control the flow of drugs into the City of Kenora?

21. Homelessness and Street People

The City of Kenora has a presence of both street people and homeless people that are visible in the core business district and in other less visible areas of the City. These people have been identified as being either chronically “homeless”, in that they just don’t have a place to stay and survival night by night is a challenge or they are “street people” that do have a place to go each night but choose to remain in the streets throughout most of the day. Primarily they are unemployed and generally addicted to alcohol or other drugs. Most are aboriginal. Some of the aboriginal street and homeless people have been banned from their home communities for alcohol and behavioural issues. The street existence becomes their social network and they depend on each other for shelter, food and protection. Unfortunately there is also evidence of violence between and violence experienced to street people by others.

As difficult as this situation is to the social and medical systems of the community and the requirement for efforts such as the “Make Kenora Home” Project, the Pray Kenora Pastoral community, the Salvation Army, the Native Friendship Centres, Northwood Centre and others, Kenora remains a meeting place for the street people and the homeless year round and they require protection, monitoring and support from their police services.

1. How will your police service meet the safety and security needs of the homeless and street people in your city-wide model?
2. What community organizations does your police service currently work with on these social issues and in what capacity?
3. What training, seminars and forums have members of your police service participated in since 2006 that would provide your police service with greater understanding of the aboriginal issues, such as Residential School impacts, child welfare system removal of aboriginal children, and the extent of depressed economic conditions in the Aboriginal communities,

that may be contributing to the reasons why people are homeless or not remaining in their community?

5. These persons form a large number of the arrested persons and police incident loads. Simply arresting and releasing without any charges is proving ineffective. What other police supports or strategies will your police service provide that will better serve the needs of the homeless and street people if you policed the City of Kenora?
6. Physical and Sexual assault of the homeless and street people is a concern. If you have not already addressed these issues in your earlier responses advise now of how you will monitor and offer a higher level of detection of "at risk" street people.
7. Street people and the homeless that were consulted in this study describe the police services as less caring in their approach to crimes against street people. How will your police service provide a strong relationship and level of trust with those people living in the street?

22. Organized Crime and Street Gangs

Related to the drug issues in Section 19, is the influence of both the Hells Angels and known Winnipeg street gangs in the City of Kenora. A reported associate/member of the Hells Angels were recently identified in a September 10, 2007 OPP Press Release as the applicant seeking to obtain a business license for Trappers Bar and Grill in the City of Kenora. The Hells Angels maintain a visible presence in the City of Kenora.

1. The Province of Ontario has recently funded a program that provided the City of Kenora Police Service with two officers and the Kenora OPP with one officer under the new Guns and Gangs 1000 officer program. How has your police service utilized these new positions?
2. What training has your officer(s) in the Guns and Gangs position received in gang and organized crimes operations?
3. What new anti-gang and anti-gun strategies/enforcement can the City of Kenora expect from your police service as a result of these new provincially funded positions?

23. **Traffic, Snow Vehicle and By-Law enforcement-City of Kenora**

Traffic and snow vehicle enforcement in the City of Kenora is a critical component of the proper policing of the City of Kenora. The enforcement of traffic laws is required year round but heightens in the summer months of June to September. The traffic volumes and collision rates experienced in the City of Kenora require dedicated traffic enforcement strategies.

In the winter months, snow vehicle enforcement is necessary in all parts of the City of Kenora. There are restricted areas where snow vehicles are prohibited. In other parts of the City noise by-laws are regularly breached by loud snow vehicles operated with modified exhaust systems. In some instances, snow vehicles are operated on city sidewalks and in city-owned park areas.

The enforcement of the by-laws related to these dangerous operations are well beyond the capability of City by-law enforcement officers to enforce. Direct enforcement of municipal by-laws and the Motorized Snow Vehicle Act, as they relate to snow vehicle operations, is required from the police service.

1. Does your police service maintain a dedicated traffic unit or officers whose full-time function is traffic enforcement?
2. What specialized traffic accident *investigative* services does your police service currently provide?
3. Does your police service provide regular reports to the Police Services Board outlining your police services traffic enforcement counts or report on the number of collisions?
4. In 2006 what is the total number of the City of Kenora by-law charges laid by your police service? (Do not count the charges laid by the by-law enforcement officers).
6. What number of charges did your police service lay under the Motorized Snow Vehicle Act in 2005 and 2006?

24. Terms and Structure of OPP Agreements

One of the policing options being considered by the City of Kenora is to have policing services provided by the Ontario Provincial Police through a contract between the City and the Province of Ontario.

The following requirements are directed to the OPP respondent only.

1. What circumstances or conditions could affect the annual policing costs?
2. What dispute mechanism will be utilized in the contract to resolve:
 - a). Financial Issues
 - b). Service Delivery deficiencies?
3. Will your police service enter into an agreement providing either party of the agreement the ability to come out of the agreement at any time on mutual consent or by one party providing reasonable notice in writing to the other of their intent to terminate the agreement earlier than the five year term?

What is a "reasonable" notice?

4. Are there any costs for the termination of the OPP contract that will be the responsibility of the City of Kenora?
5. Is there any community in the Province of Ontario who contracted OPP services and later reverted to a municipal police service?
6. Under what conditions could the OPP contract costs increase both yearly and at the end of the five year Agreement.
7. In 2006, how many OPP policed communities were required to pay more than the estimated OPP costs?

8. In 2006, how many OPP policed communities did not receive the contracted hours of patrol guaranteed by their OPP contract.

**25. Offers of Employment/Seniority/Benefits/Promotional Opportunity
Uniformed Members and Civilian Employees**

It is a requirement that full-time police service members of the former police agency, provided they meet the requirements of the Police Services Act, will be offered employment with the new police service provider. The Chief of Police or OPP Commissioner does reserve the right to review the suitability of any officer but non-suitability is commonly for only those officers charged with a criminal offence or those with injury or other health issues prohibiting them from completing the full-time duties of a police officer. If an officer is on a medical disability leave they are offered employment with the new police service when satisfactory medical evidence is provided that the member can return to work and perform the full duties of a police officer.

The salary and benefit package of the amalgamated police officers will be at the current rate established for that rank in the new police service. Seniority rights of the new employees are expected to continue. A one year probationary period can be waived at any time in the probationary year for satisfactory service with the new police agency.

The Province of Ontario is also approving the full transfer between OMERS and Provincial Superannuation Fund Retirement programs making pensions convertible within either service.

Civilian employees of the former service are expected to be offered employment with the new police service if any additional civilian positions are required by the police service. The salary and benefit programs will be at the same level as their classification dictates in the new service.

1. Will your police service confirm that immediate offers of employment will be made to the former police officers of the replaced police service following the municipal decisions (if a municipal service is chosen) or following the OCCOPS Hearing (if an OPP model is chosen)?

2. What uniformed officers will not be offered positions within your police service if you are the chosen service for policing in the City of Kenora?
3. Will your police service undertake to employ as many of the former police services civilian support staff in the new police service as will be required to fill new civilian positions in the new police service?
4. Will your police service follow the recommended rank determination process for determining the level of entry to the new police service by the former ranking members of the absorbed police service?
5. *To the OPP*, will the OPP enter into an agreement to not transfer members of the Kenora police service for a period of three years unless it is necessary for the interests of the community or the member requests to be transferred/promoted?
6. Will your police service recognize the amalgamated police officer's seniority level for all unbroken police service (not more than a 90 day hiatus) and recognize any unbroken service the member completed with any other Ontario police service where the member served prior to his/her current police services employment?
7. Will your police service credit the amalgamated civilian employees seniority levels for unbroken police service (not more than 90 days hiatus) with the former police service and with any other Ontario police service the civilian served in prior to his/her current police services employment?
8. Are there any benefits or vacation entitlement or promotional opportunity restrictions effecting either police officers or civilian employees that are amalgamated into your police service?
9. Will uniformed members of the former police service who hold promotional credits from the Ontario Police College or the Ontario Provincial Police promotional qualification systems be recognized as valid for promotion within your police service and will they be entitled to compete equally for any ranking position vacancies created through the amalgamation process? What if any restrictions apply?

26. Final Costs and Deployment Statement.

In this section of your response to the RFP the police service is required to provide a total cost for providing all police services in City of Kenora based on 2007 costs.

Show the total number of both police service members and civilian positions including the need to provide court security personnel in the Kenora courts. The rank structure, specialist positions and rank of all specialists, and in which police services buildings they will be located must also be identified.

The locations and operations of police buildings must be defined in regards to your service delivery proposals with all accommodation costs included in your RFP costing proposal.

One time start up costs need to be listed (See Section 26)with detail separately from the annual costs for the operations of the City-wide police service. These costs will be non-recurring one time costs only. As an example, equipping officers with new firearms and road side screening devices, spike belts, etc, would be one time start up costs. New computer equipment and computer line installation costs, communications upgrades and additional mobile and portable communications equipment are considered one time costs. The costs to run the communications system and to provide servicing of the system are considered annual costs and must be contained in your main cost proposal as an annual direct operating cost(recurring costs). The purchase of new buildings are start up costs. The rental costs and costs of operating the building are annual direct operating costs.

For practical purposes and to reflect the service retention bonuses existing in some police service contracts your cost statement should be based on a seniority level of a 17 year member.

<u>Position Description</u>	Number of Positions	Costs of Positions
<p><u>Uniformed Members</u></p> <ul style="list-style-type: none"> • Chief of Police • Deputy Chief of Police • Inspector • Staff Sergeant • Sergeant • Constable <p><i>Total Uniform salaries</i></p> <ul style="list-style-type: none"> • Overtime (estimated 3 year average) • Contractual Payouts (Vacation and Statutory Holidays) • Shift Premium • Benefits (Salaries and Overtime) <p><i>Total Uniformed Salaries and Benefits</i></p>		
<p><u>Civilian Members</u></p> <ul style="list-style-type: none"> • Office Administration • Clerks • Caretakers • Communications Operators • Prisoner Guard/Court Security <p><i>Total Civilian Salaries</i></p> <ul style="list-style-type: none"> • Overtime • Contractual Payouts • Shift Premium • Benefits • <p><i>Total Civilian Salaries and Benefits</i></p>		
<p>Costs of Municipal or Provincial charge-backs for managing payroll and benefit programs and administration.</p>		
<p>Total Salaries and Benefits-All Employees including administration charges.</p>		

Direct Operating Expenses	Costs of Services/Equipment
<p>Operations Support costs including all training costs and costs of equipment procurement, specialized equipment purchases but not office automation or communications equipment or vehicles. Include conference and other related fees as a training expense.</p> <p>Service agreement cost backs from other police services or agencies</p>	

<p>Police vehicle usage including rental agreements/costs, maintenance and insurance.</p> <p>Telephone Costs</p> <p>Office supplies</p> <p>Accommodation costs for both rental and owned buildings including maintenance and utility services.</p> <p>Uniform and Equipment costs</p> <p>Furniture and Equipment costs</p> <p>Cleaning costs including cleaning contract costs, snow removal, lawn cutting, gardening supplies and equipment.</p> <p>Communications costs including equipment purchase and maintenance but not communications operator's salary and benefits.</p> <p>Office Automations costs-Uniform Members Office Automation costs-Civilian Employees</p> <p>Costs for administration, legal and financial services and any additional charges incurred by the municipality or police service:</p> <p>Other direct operating expenses not captured above. (Specify)</p> <p><u>Total Operations Support Costs:</u></p> <p>Other miscellaneous costs not associated to any listed category:</p> <p>Total Gross Costs-Operational Costs and Salary and Benefits:</p>	
<p><u>Expected cost recoveries:</u></p> <p>Grant Programs</p> <p>Licensing/False Alarm Recovery, etc:</p> <p>Police Records</p> <p>Disposal of Property</p> <p>Other Recoveries/ policing off-sets:</p> <p>Net Policing Costs (Salary/Benefits and Operations less any known recoveries).</p> <p>Note: This cost must be the same total annual policing costs that will form the annual cost base for the policing agreement or the</p>	

funding base for the municipal police budget for policing the City of Kenora.	
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27. **One time start up costs.**

As previously discussed it is expected that there will be some one-time assessed start-up costs for the City-wide policing operation. These costs are restricted to expenses that will only occur once. If the expense occurs more than once it should be scored in the operational support category of expenses.

1. What one time expenses will be assessed to the City of Kenora and give a detailed accounting of what these expenses are and the exact amount of costs?

28. **Policing Operation Start Up Time Frame:**

A Section 40 Police Services Act Hearing will be required to make a change to City-wide policing if the OPP is the successful policing service. That hearing will occur after City Council has made its decision to adopt City-wide policing and the City Council's approval of the police service tender. The Council decisions are expected to occur in January 2008.

1. Contemplating the decision (and OCCOPS approval if required) will be received by May 2008 what would be your police services expected date for implementing City-wide policing services in the City of Kenora?
2. Describe your transition process and the various stages of implementation that will occur if your police service is the successful tender?

