

Administration

Office of the Regional Clerk

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September 19, 2014

CL 12-2014 September 11, 2014

CSC 12-2014 September 3, 2014

Report CSD 74-2014

AREA MUNICIPALITIES

SENT ELECTRONICALLY

Ontario Provincial Police (OPP) Cost Alternative Update
CSD 74-2014

Regional Council at their meeting of Thursday, September 11, 2014 requested that Report CSD 74-2014 respecting the Ontario Provincial Police (OPP) Cost Alternative Update be circulated to local area municipalities for information.

A copy of CSD 74-2014 is attached for your review.

Yours truly,



Ralph Walton
Regional Clerk
/pp

Attachment

Cc: Maurice Lewis, Commissioner of Corporate Services/Treasurer
Glen Cowan, Associate Director – Finance Consulting and Special Projects
Helen Chamberlain, Director Financial Management & Planning/Deputy Treasurer
Crystal Mammoliti, Administrative Assistant to Commissioner of Corporate Services



REPORT TO: *Corporate Services Committee*

SUBJECT: **Ontario Provincial Police (OPP) Cost Alternative Update**

RECOMMENDATION

That this report **BE RECEIVED** for information.

PURPOSE

To respond to the direction provided to staff at the April 2, 2014 and April 23, 2014 Corporate Services Committee meetings.

BUSINESS IMPLICATIONS

This report presents an update to the estimates from CSD 24-2006 related to the financial implications that may be involved in a disbandment of the Niagara Regional Police Service in order to enter into an agreement for policing services with the Ontario Provincial Police (OPP). Similar to 2006, the estimates are preliminary and exclude additional costs that may be required for the OPP related to capital, facilities and equipment. It also excludes the costs related to a joint implementation team. The process to undertake a detailed cost assessment, including several important considerations previously noted by the OPP, is outlined in report CSD 167-2005.

REPORT

Under Section 5 of the Police Services Act (PSA), a municipality may utilize one of several options in order to provide policing services, including establishing a police force (either independently or jointly) or contracting services from the OPP. The OPP, which fall under the jurisdiction of the Ministry of Community Safety and Correctional Services, services such contracts through its Municipal Policing Bureau.

In 2006, report CSD 24-2006 was presented to Regional Council and included information related to the cost of policing services, as well as a preliminary estimate of the transition cost to move towards OPP-provided policing services. As requested by

Council in April of 2014, an update to those 2006 estimates has been undertaken and the additionally requested supplemental information has been compiled.

Current OPP-Serviced Municipalities

324 municipalities receive police services from the OPP's Municipal Policing Bureau. Information related to population and land area has been compiled based on the most recent census data (2011), and is summarized below and in Appendix 1, with the full list of Municipalities provided in Appendix 2.

Table 1: OPP-Serviced Municipalities – Statistics based on the 2011 Census

	Average	Median	Largest	Smallest
Population	6,541	3,731	73,214	0
Land Area (km²)	386	299	3,083	2

These municipalities are serviced from a combination of OPP facilities including:

- 77 host detachments
- 89 satellite offices
- 7 headquarters (5 regional, one divisional, and one general)

As such, there is an average of 1 detachment/satellite office for every 2 municipalities receiving the service.

Moratorium on OPP Municipal Policing Contracts

Since October of 2013, the Ministry of Community Safety and Corrective Services (MCSCS) and the OPP have suspended the negotiation of contracts for municipal policing services beyond the December 2014 timeframe pending the conclusion of the OPP billing model review (the Review). This Review is intended to address the expressed concerns of municipalities and recommendations made by the Auditor General in the 2012 Audit. The intent of any change is to work towards the recovery of municipal policing costs in a way that is clear, fair and consistent for all who use OPP services.

The Review has included municipal engagement sessions in 2013, as well as an OPP Working Group consisting of several Provincial ministries, the AMO, and the Associations of Police Services Boards. The AMO also convened a steering committee to provide input on the process, with a final report released from that Committee in April of 2014. Further detail on the process can be found on the OPP's website at: <http://www.opp.ca/ecms/index.php?id=594>

At the time of finalizing this report, the MCSCS announced the establishment of a new billing model which will be utilized beginning January 1, 2015. Given the timing of this

announcement, Regional staff will be preparing a memorandum to Corporate Service Committee to be circulated as part of the addendum for the September 3rd committee cycle with details of the new model.

Update to the Comparison of Policing Costs by Municipality

Included within CSD 24-2006 was an excerpt from the data compiled annually by BMA Management Consulting Inc. that compared the cost of policing by municipality. An updated comparison has been included as Appendix 3 to this report based on the 2013 annual municipal study prepared by BMA.

The 2013 BMA study segregates municipalities by population size, and can be summarized as follows:

Table 2: Average Police Cost per Capita (per 2013 BMA Study)

Population	Average Police Operating Cost per Capita	Average Police Total Operating Cost Per Capita*
<15,000	\$209	\$210
15,000 – 29,999	\$239	\$243
30,000 – 99,999	\$289	\$296
>100,000	\$307	\$318
Region (Upper Tier)	\$229	\$237

* Total operating cost includes amortization and financing costs.

The smaller sized municipalities (up to 29,999 residents) are predominantly serviced by the OPP, versus the communities larger than 30,000 residents which are mostly serviced by municipal forces. The comparable cost for the Niagara Region Police Service amounts to \$299 per capita for operating cost, and \$313 per capita for total cost¹.

As noted in CSD 24-2006, as well as in the annual BMA Study, Police costs will vary significantly between municipalities based on a number of factors including, but not limited to:

- Geographic & demographic considerations (urban/rural, social, economic, etc.)
- Service levels & specialized services
- Daily inflow/outflow of commuters, tourists, etc.
- Specialized facilities (casinos, border protection)

¹ Based on the Region's Financial Information Return to the Ministry of Municipal Affairs & Housing.

Report CSD 24-2006 presented a preliminary estimate of \$28.7 million in disbandment/transition costs that could be involved in a conversion to OPP-provided policing services, based on input provided by the Police Services Board. In providing that figure, it was noted that additional costs for capital assets, facilities, and equipment may also be required at the request of the OPP.

Severance/Loss of Status Payments to NRPS Members

Banks (Approximate Cost of Paying Out Accumulated Time Banks)

Equipment, Training & Legal Expenses

- Legal Costs (of negotiating severance packages and participating in OCCPS disbandment hearing) \$0.8 million

As summarized above, when updated from 2006 to 2014 the \$28.7 translates to \$45.0 million. As in 2006, this total is preliminary and does not include additional costs that may be required for facilities, equipment and vehicles. It also excludes the costs related to a joint implementation team. These additional amounts could be significant. Vehicles, for example, could total approximately \$12 million should replacement of the fleet be required.

A comparison of the 2006 to 2014 figures is provided in Appendix 4. The largest difference between the figures relates to the cost of severances as a result of the changes that have occurred in the length of service and salary since 2006.

The process to undertake a detailed cost assessment, including several important considerations previously noted by the OPP, is outlined in report CSD 167-2005.

REPORTS PERTINENT TO THIS MATTER

CSC 24-2014, Corporate Services Committee, April 23, 2014

CSD-24-2006, Corporate Services Committee, February 9, 2006

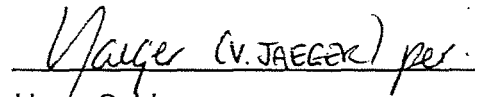
CSD 167-2005, Corporate Services Committee, December 7, 2005

Submitted by:

Approved by:



Maurice (Mo) Lewis
Commissioner of Corporate Services/Treasurer



Harry Schlange
Chief Administrative Officer

This report was prepared by Glen Cowan, Associate Director – Finance Consulting & Special Projects and Helen Chamberlain, Director, Financial Management & Planning/Deputy Treasurer in collaboration with Lisa Didonato-DeChellis, Director of Business Services and Joe Matthews, Deputy Chief - Support Services, and reviewed by Jennifer Feren, Director – Legal & Court Services.

APPENDICES

Appendix 1: OPP Serviced Municipalities – Summary

Appendix 2: OPP Serviced Municipalities – Detail

Appendix 3: Excerpt from 2013 BMA Study

Appendix 4: Comparison of the 2006 & 2014 Cost Analyses

Niagara Region

Appendix 1

OPP-Serviced Municipalities - Summary

Number of OPP-Serviced Municipalities	324
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Population of OPP-Serviced Municipalities (2011 Census)

Total	2,119,294
Average	6,541
Median	3,731
Largest (Kawartha Lakes)	73,214
Smallest (Cockburn Island)	-
Total as % of Ontario	16%

Land Area (km²) of OPP-Serviced Municipalities (2011 Census)

Total	125,116
Average	386
Median	299
Largest (Kawartha Lakes)	3,083
Smallest (Westport)	2
Total as % of Ontario	14%

Niagara Region

Population (2011 Census)	431,346
Land Area (km ²) (2011 Census)	1,854

Niagara Region
Appendix 2
OPP-Serviced Municipalities - Detail

No.	Municipalities ¹	Municipal status	Municipal sub-type	Population (2011) ²	Land area (km ²) ²
1	Addington Highlands Tp	Lower-tier	Township	2,532	1,330
2	Adelaide Metcalfe Tp	Lower-tier	Township	3,028	331
3	Adjala-Tosorontio Tp	Lower-tier	Township	10,603	372
4	Admaston/Bromley Tp	Lower-tier	Township	2,844	525
5	Alberton Tp	Single-tier	Township	864	115
6	Alfred and Plantagenet Tp	Lower-tier	Township	9,196	392
7	Algonquin Highlands Tp	Lower-tier	Township	2,156	1,005
8	Alnwick/Haldimand Tp	Lower-tier	Township	6,617	399
9	Amaranth Tp	Lower-tier	Township	3,963	265
10	Armour Tp	Single-tier	Township	1,372	164
11	Armstrong Tp	Single-tier	Township	1,216	90
12	Arnprior T	Lower-tier	Town	8,114	13
13	Arran-Elderslie M	Lower-tier	Municipality	6,810	460
14	Ashfield-Colborne-Wawanosh Tp	Lower-tier	Township	5,582	587
15	Asphodel-Norwood Tp	Lower-tier	Township	4,041	161
16	Assiginack Tp	Single-tier	Township	960	228
17	Athens Tp	Lower-tier	Township	3,118	128
18	Atikokan T	Single-tier	Town	2,787	319
19	Augusta Tp	Lower-tier	Township	7,430	315
20	Baldwin Tp	Single-tier	Township	551	83
21	Bancroft T	Lower-tier	Town	3,880	230
22	Bayham	Lower-tier	Municipality	6,989	245
23	Beckwith Tp	Lower-tier	Township	6,986	241
24	Billings Tp	Single-tier	Township	506	209
25	Black River-Matheson Tp	Single-tier	Township	2,410	1,163
26	Blandford-Blenheim Tp	Lower-tier	Township	7,359	382
27	Blind River T	Single-tier	Town	3,549	526
28	Bluewater M	Lower-tier	Municipality	7,044	417
29	Bonfield Tp	Single-tier	Township	2,016	208
30	Bonnechere Valley Tp	Lower-tier	Township	3,763	593
31	Bracebridge Tp	Lower-tier	Town	15,414	626
32	Brant Co	Single-tier	City	35,638	843
33	Brethour Tp	Single-tier	Township	129	82
34	Brighton M	Lower-tier	Municipality	10,928	223
35	Brockton M	Lower-tier	Municipality	9,432	565
36	Brooke-Alvinston M	Lower-tier	Municipality	2,548	311
37	Bruce Mines T	Single-tier	Town	566	6
38	Brudenell, Lyndoch and Raglan Tp	Lower-tier	Township	1,658	706
39	Burk's Falls V	Single-tier	Village	967	3
40	Burpee and Mills Tp	Single-tier	Township	308	218
41	Caledon T	Lower-tier	Town	59,460	688
42	Calvin	Single-tier	Municipality	568	141
43	Carleton Place T	Lower-tier	Town	9,809	9
44	Carling Tp	Single-tier	Township	1,248	249
45	Carlow/Mayo Tp	Lower-tier	Township	892	391
46	Casey Tp	Single-tier	Township	374	81
47	Casselman V	Lower-tier	Village	3,626	5
48	Cavan Monaghan Tp	Lower-tier	Township	8,601	306
49	Central Elgin	Lower-tier	Municipality	12,743	280
50	Central Frontenac Tp	Lower-tier	Township	4,556	1,025

Niagara Region
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OPP-Serviced Municipalities - Detail

No.	Municipalities ¹	Municipal status	Municipal sub-type	Population (2011) ²	Land area (km ²) ²
51	Central Huron M	Lower-tier	Municipality	7,591	450
52	Central Manitoulin M	Single-tier	Municipality	1,958	432
53	Centre Hastings M	Lower-tier	Municipality	4,543	223
54	Centre Wellington Tp	Lower-tier	Township	26,693	408
55	Chamberlain Tp	Single-tier	Township	297	110
56	Champlain Tp	Lower-tier	Township	8,573	207
57	Chapleau Tp	Single-tier	Township	2,116	14
58	Chapple Tp	Single-tier	Township	741	529
59	Charlton and Dack M	Single-tier	Municipality	671	92
60	Chatsworth Tp	Lower-tier	Township	6,437	596
61	Chisholm Tp	Single-tier	Township	1,263	207
62	Clarence-Rockland C	Lower-tier	City	23,185	298
63	Clearview Tp	Lower-tier	Township	13,734	557
64	Cobalt T	Single-tier	Town	1,133	2
65	Cochrane T	Single-tier	Town	5,340	539
66	Cockburn Island Tp	Single-tier	Township	-	171
67	Coleman Tp	Single-tier	Township	597	179
68	Collingwood T	Lower-tier	Town	19,241	33
69	Conmee Tp	Single-tier	Township	764	169
70	Cramahe Tp	Lower-tier	Township	6,073	202
71	Dawn-Euphemia Tp	Lower-tier	Township	2,049	445
72	Dawson Tp	Single-tier	Township	563	338
73	Deseronto T	Lower-tier	Town	1,835	3
74	Dorion Tp	Single-tier	Township	338	212
75	Douro-Dummer Tp	Lower-tier	Township	6,805	459
76	Drummond-North Elmsley Tp	Lower-tier	Township	7,487	366
77	Dubreuilville Tp	Single-tier	Township	635	90
78	Dutton/Dunwich M	Lower-tier	Municipality	3,876	295
79	Dysart et al M	Lower-tier	Township	5,966	1,484
80	Ear Falls Tp	Single-tier	Township	1,026	331
81	East Ferris M	Single-tier	Township	4,766	155
82	East Garafraxa Tp	Lower-tier	Township	2,595	166
83	East Hawkesbury Tp	Lower-tier	Township	3,335	235
84	East Luther Grand Valley Tp**	Lower-tier	Town	2,726	158
85	East Zorra-Tavistock Tp	Lower-tier	Township	6,836	242
86	Edwardsburgh/Cardinal Tp	Lower-tier	Township	6,959	312
87	Elizabethtown-Kitley Tp	Lower-tier	Township	9,724	558
88	Elliot Lake C	Single-tier	City	11,348	715
89	Emo Tp	Single-tier	Township	1,252	204
90	Englehart T	Single-tier	Town	1,519	3
91	Enniskillen Tp	Lower-tier	Township	2,930	338
92	Erin T	Lower-tier	Town	10,770	298
93	Essa Tp	Lower-tier	Township	18,505	280
94	Essex T	Lower-tier	Town	19,600	278
95	Evanturel Tp	Single-tier	Township	452	89
96	Faraday Tp	Lower-tier	Township	1,468	218
97	Fauquier-Strickland Tp	Single-tier	Township	530	1,014
98	Fort Frances T	Single-tier	Town	7,952	27
99	French River M	Single-tier	Municipality	2,442	735
100	Front of Yonge Tp	Lower-tier	Township	2,752	128

Niagara Region
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OPP-Serviced Municipalities - Detail

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101	Frontenac Islands Tp	Lower-tier	Township	1,864	175
102	Galway-Cavendish-Harvey Tp***	Lower-tier	Township	5,105	860
103	Gauthier Tp	Single-tier	Township	123	89
104	Georgian Bay Tp	Lower-tier	Township	2,482	547
105	Georgian Bluffs Tp	Lower-tier	Township	10,404	604
106	Gillies Tp	Single-tier	Township	473	93
107	Goderich T	Lower-tier	Town	7,521	8
108	Gordon/Barrie Island M	Single-tier	Municipality	526	268
109	Gore Bay T	Single-tier	Town	850	5
110	Gravenhurst T	Lower-tier	Town	12,055	519
111	Greater Madawaska Tp	Lower-tier	Township	2,485	1,034
112	Greater Napanee T	Lower-tier	Town	15,511	461
113	Greenstone M	Single-tier	Municipality	4,724	2,768
114	Grey Highlands M	Lower-tier	Municipality	9,520	882
115	Guelph/Eramosa Tp	Lower-tier	Township	12,380	292
116	Haldimand Co	Single-tier	City	44,876	1,252
117	Hamilton Tp	Lower-tier	Township	10,702	256
118	Harley Tp	Single-tier	Township	539	92
119	Harris Tp	Single-tier	Township	523	50
120	Hastings Highlands M	Lower-tier	Municipality	4,168	973
121	Havelock-Belmont-Methuen Tp	Lower-tier	Township	4,523	544
122	Hawkesbury T	Lower-tier	Town	10,551	9
123	Head, Clara and Maria Tp	Lower-tier	Township	235	728
124	Hearst T	Single-tier	Town	5,090	99
125	Highlands East M	Lower-tier	Municipality	3,249	705
126	Hilliard Tp	Single-tier	Township	204	91
127	Hilton Beach V	Single-tier	Village	145	2
128	Hilton Tp	Single-tier	Township	261	116
129	Hornepayne Tp	Single-tier	Township	1,050	205
130	Horton Tp	Lower-tier	Township	2,719	159
131	Howick Tp	Lower-tier	Township	3,856	287
132	Hudson Tp	Single-tier	Township	476	91
133	Huntsville T	Lower-tier	Town	19,056	711
134	Huron East M	Lower-tier	Municipality	9,264	669
135	Huron Shores M	Single-tier	Municipality	1,723	456
136	Huron-Kinloss Tp	Lower-tier	Township	6,790	441
137	Ignace Tp	Single-tier	Township	1,202	73
138	Ingersoll T	Lower-tier	Town	12,146	13
139	Iroquois Falls T	Single-tier	Town	4,595	600
140	James Tp	Single-tier	Township	424	86
141	Jocelyn Tp	Single-tier	Township	237	131
142	Johnson Tp	Single-tier	Township	750	120
143	Joly Tp	Single-tier	Township	284	194
144	Kapuskasing T	Single-tier	Town	8,196	84
145	Kawartha Lakes C	Single-tier	City	73,214	3,083
146	Kearney T	Single-tier	Town	841	531
147	Kenora C	Single-tier	City	15,348	212
148	Kerns Tp	Single-tier	Township	359	90
149	Killaloe, Hagarty and Richards Tp	Lower-tier	Township	2,402	396
150	Killarney M	Single-tier	Municipality	505	1,655

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OPP-Serviced Municipalities - Detail

No.	Municipalities ¹	Municipal status	Municipal sub-type	Population (2011) ²	Land area (km ²) ²
151	Kincardine M	Lower-tier	Municipality	11,174	538
152	Kingsville T	Lower-tier	Town	21,362	247
153	Kirkland Lake T	Single-tier	Town	8,493	263
154	La Vallee Tp	Single-tier	Township	988	238
155	Laird Tp	Single-tier	Township	1,057	102
156	Lake of Bays Tp	Lower-tier	Township	3,506	678
157	Lake of The Woods Tp	Single-tier	Township	296	752
158	Lakeshore T	Lower-tier	Town	34,546	530
159	Lambton Shores M	Lower-tier	Municipality	10,656	331
160	Lanark Highlands Tp	Lower-tier	Township	5,128	1,048
161	Larder Lake Tp	Single-tier	Township	684	230
162	Latchford T	Single-tier	Town	387	153
163	Laurentian Hills T	Lower-tier	Town	2,811	640
164	Laurentian Valley Tp	Lower-tier	Township	9,657	552
165	Leamington M	Lower-tier	Municipality	28,403	262
166	Leeds and the Thousand Islands	Lower-tier	Township	9,277	613
167	Limerick Tp	Lower-tier	Township	352	206
168	Loyalist Tp	Lower-tier	Township	16,221	341
169	Lucan Biddulph	Lower-tier	Township	4,338	169
170	Macdonald, Meredith & Aberdeen Add'l Tp	Single-tier	Township	1,464	164
171	Machar Tp	Single-tier	Township	923	185
172	Machin M	Single-tier	Township	935	290
173	Madawaska Valley Tp	Lower-tier	Township	4,282	672
174	Madoc Tp	Lower-tier	Township	2,197	278
175	Magnetawan M	Single-tier	Municipality	1,454	532
176	Malahide Tp	Lower-tier	Township	9,146	395
177	Manitouwadge Tp	Single-tier	Township	2,105	352
178	Mapleton Tp	Lower-tier	Township	9,989	535
179	Marathon T	Single-tier	Town	3,353	170
180	Markstay-Warren M	Single-tier	Municipality	2,297	513
181	Marmora and Lake M	Lower-tier	Municipality	4,074	556
182	Matachewan Tp	Single-tier	Township	409	544
183	Mattawa T	Single-tier	Town	2,023	4
184	Mattawan Tp	Single-tier	Township	162	201
185	Mattice-Val Cote Tp	Single-tier	Township	686	415
186	McDougall M	Single-tier	Township	2,705	268
187	McGarry Tp	Single-tier	Township	595	87
188	McKellar Tp	Single-tier	Township	1,144	181
189	McMurrich/Monteith Tp	Single-tier	Township	779	278
190	McNab/Braeside Tp	Lower-tier	Township	7,371	256
191	Meaford M	Lower-tier	Municipality	11,100	589
192	Melancthon Tp	Lower-tier	Township	2,839	311
193	Merrickville-Wolford V	Lower-tier	Village	2,850	214
194	Middlesex Centre M	Lower-tier	Municipality	16,487	588
195	Minden Hills Tp	Lower-tier	Township	5,655	878
196	Minto T	Lower-tier	Town	8,334	301
197	Mississippi Mills T	Lower-tier	Town	12,385	520
198	Mono T	Lower-tier	Town	7,546	278
199	Montague Tp	Lower-tier	Township	3,483	280
200	Moonbeam Tp	Single-tier	Township	1,101	236

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OPP-Serviced Municipalities - Detail

No.	Municipalities ¹	Municipal status	Municipal sub-type	Population (2011) ²	Land area (km ²) ²
201	Moosonee T	Single-tier	Town	1,725	550
202	Morley Tp	Single-tier	Township	474	376
203	Morris-Turnberry M	Lower-tier	Municipality	3,413	377
204	Mulmur Tp	Lower-tier	Township	3,391	287
205	Muskoka Lakes Tp	Lower-tier	Township	6,707	794
206	Nairn and Hyman Tp	Single-tier	Township	477	161
207	Neebing M	Single-tier	Municipality	1,986	878
208	New Tecumseth T	Lower-tier	Town	30,234	274
209	Newbury V	Lower-tier	Village	447	2
210	Nipigon Tp	Single-tier	Township	1,631	109
211	Nipissing Tp	Single-tier	Township	1,704	394
212	Norfolk Co	Single-tier	City	63,175	1,608
213	North Algona Wilberforce Tp	Lower-tier	Township	2,873	379
214	North Dundas Tp	Lower-tier	Township	11,225	503
215	North Frontenac Tp	Lower-tier	Township	1,842	1,165
216	North Glengarry Tp	Lower-tier	Township	10,251	644
217	North Grenville M	Lower-tier	Municipality	15,085	352
218	North Huron Tp	Lower-tier	Township	4,884	179
219	North Kawartha Tp	Lower-tier	Township	2,289	776
220	North Middlesex M	Lower-tier	Municipality	6,658	598
221	North Perth M	Lower-tier	Municipality	12,631	493
222	North Stormont Tp	Lower-tier	Township	6,775	516
223	Northeastern Manitoulin and The Islands T	Single-tier	Town	2,706	496
224	Northern Bruce Peninsula M	Lower-tier	Municipality	3,744	782
225	Norwich Tp	Lower-tier	Township	10,721	431
226	O'Connor Tp	Single-tier	Township	685	109
227	Oil Springs V	Lower-tier	Village	704	8
228	Opasatika Tp	Single-tier	Township	214	330
229	Orillia C	Single-tier	City	30,586	29
230	Oro-Medonte Tp	Lower-tier	Township	20,078	587
231	Otonabee-South Monaghan Tp	Lower-tier	Township	6,660	348
232	Papineau-Cameron Tp	Single-tier	Township	978	567
233	Parry Sound T	Single-tier	Town	6,191	13
234	Pelee Tp	Single-tier	Township	171	42
235	Pembroke C	Single-tier	City	14,360	14
236	Penetanguishene T	Lower-tier	Town	9,111	26
237	Perry Tp	Single-tier	Township	2,317	187
238	Perth East Tp	Lower-tier	Township	12,028	713
239	Perth South Tp	Lower-tier	Township	3,993	393
240	Perth T	Lower-tier	Town	5,840	12
241	Petawawa T	Lower-tier	Town	15,988	165
242	Petrolia T	Lower-tier	Town	5,528	13
243	Pickle Lake Tp	Single-tier	Township	425	255
244	Plummer Additional Tp	Single-tier	Township	650	222
245	Plympton-Wyoming T	Lower-tier	Town	7,576	319
246	Point Edward V	Lower-tier	Village	2,034	3
247	Port Hope M	Lower-tier	Municipality	16,214	279
248	Powassan M	Single-tier	Municipality	3,378	225
249	Prescott ST	Single-tier	Town	4,284	5
250	Prince Edward Co	Single-tier	City	25,258	1,050

Niagara Region
Appendix 2
OPP-Serviced Municipalities - Detail

No.	Municipalities ¹	Municipal status	Municipal sub-type	Population (2011) ²	Land area (km ²) ²
251	Puslinch Tp	Lower-tier	Township	7,029	215
252	Quinte West C	Single-tier	City	43,086	494
253	Rainy River T	Single-tier	Town	842	3
254	Ramara Tp	Lower-tier	Township	9,275	419
255	Red Lake M	Single-tier	Municipality	4,670	610
256	Red Rock Tp	Single-tier	Township	942	63
257	Renfrew T	Lower-tier	Town	8,218	13
258	Rideau Lakes Tp	Lower-tier	Township	10,207	729
259	Russell Tp	Lower-tier	Township	15,247	199
260	Ryerson Tp	Single-tier	Township	634	188
261	Sables-Spanish Rivers Tp	Single-tier	Township	3,075	816
262	Schreiber Tp	Single-tier	Township	1,126	37
263	Seguin Tp	Single-tier	Township	3,988	595
264	Severn Tp	Lower-tier	Township	12,377	550
265	Shuniah M	Single-tier	Municipality	2,737	571
266	Sioux Lookout M	Single-tier	Municipality	5,037	379
267	Sioux Narrows-Nestor Falls Tp	Single-tier	Township	720	1,222
268	Smooth Rock Falls T	Single-tier	Town	1,376	200
269	South Algonquin Tp	Single-tier	Township	1,211	872
270	South Bruce M	Lower-tier	Municipality	5,685	487
271	South Bruce Peninsula T	Lower-tier	Town	8,413	538
272	South Dundas Tp	Lower-tier	Township	10,794	520
273	South Frontenac Tp	Lower-tier	Township	18,113	972
274	South Glengarry Tp	Lower-tier	Township	13,162	605
275	South Huron M	Lower-tier	Municipality	9,945	425
276	South River V	Single-tier	Village	1,049	4
277	South Stormont Tp	Lower-tier	Township	12,617	448
278	Southgate Tp	Lower-tier	Township	7,190	644
279	Southwest Middlesex M	Lower-tier	Municipality	5,860	428
280	South-West Oxford Tp	Lower-tier	Township	7,544	370
281	Southwold Tp	Lower-tier	Township	4,494	302
282	Spanish T	Single-tier	Town	696	108
283	Springwater Tp	Lower-tier	Township	18,223	536
284	St. Charles M	Single-tier	Municipality	1,282	322
285	St. Clair Tp	Lower-tier	Township	14,515	619
286	St. Joseph Tp	Single-tier	Township	1,201	129
287	St. Marys ST	Single-tier	Town	6,655	12
288	Stone Mills Tp	Lower-tier	Township	7,560	709
289	Strong Tp	Single-tier	Township	1,341	159
290	Sundridge V	Single-tier	Village	985	2
291	Tarbutt & Tarbutt Additional Tp	Single-tier	Township	396	53
292	Tay Tp	Lower-tier	Township	9,736	139
293	Tay Valley Tp	Lower-tier	Township	5,571	549
294	Tecumseh T	Lower-tier	Town	23,610	95
295	Tehkummah Tp	Single-tier	Township	406	132
296	Temagami M	Single-tier	Municipality	840	1,906
297	Temiskaming Shores C	Single-tier	City	10,400	178
298	Terrace Bay Tp	Single-tier	Township	1,471	151
299	Thames Centre M	Lower-tier	Municipality	13,000	434
300	The Archipelago Tp	Single-tier	Township	566	607

Niagara Region
Appendix 2
OPP-Serviced Municipalities - Detail

No.	Municipalities ¹	Municipal status	Municipal sub-type	Population (2011) ²	Land area (km ²) ²
301	The Blue Mountains T	Lower-tier	Town	6,453	287
302	The Nation M	Lower-tier	Municipality	11,668	658
303	The North Shore Tp	Single-tier	Township	509	239
304	Thessalon T	Single-tier	Town	1,279	4
305	Thornloe V	Single-tier	Village	123	6
306	Tillsonburg T	Lower-tier	Town	15,301	22
307	Tiny Tp	Lower-tier	Township	11,232	337
308	Trent Hills M	Lower-tier	Municipality	12,604	512
309	Tudor and Cashel Tp	Lower-tier	Township	586	446
310	Tweed M	Lower-tier	Municipality	6,057	954
311	Tyendinaga Tp	Lower-tier	Township	4,150	313
312	Val Rita-Harty Tp	Single-tier	Township	817	383
313	Warwick Tp	Lower-tier	Township	3,717	290
314	Wasaga Beach T	Lower-tier	Town	17,537	58
315	Wawa M	Single-tier	Municipality	2,975	418
316	Wellington North Tp	Lower-tier	Township	11,477	526
317	West Elgin M	Lower-tier	Municipality	5,157	323
318	West Perth M	Lower-tier	Municipality	8,919	579
319	Westport V	Lower-tier	Village	628	2
320	White River Tp	Single-tier	Township	607	97
321	Whitestone M	Single-tier	Municipality	918	958
322	Whitewater Region Tp	Lower-tier	Township	6,921	538
323	Wollaston Tp	Lower-tier	Township	708	220
324	Zorra Tp	Lower-tier	Township	8,058	529
Total				2,119,294	125,116

1. List as provided by OPP Municipal Policing Division

2. Based on 2011 Census data produced by Statistics Canada.

- * Name recently changed to Selwyn Twp
- ** Name recently changed to Grand Valley T
- *** Name recently changed to Trent Lakes M

Appendix 3: Excerpt from 2013 BMA Study

Police

Under the Ontario Police Services Act, municipalities are responsible for the provision of adequate and effective Police services to ensure the safety and security of citizens, businesses and visitors. To fulfill this mandate, each municipality and police agency creates and implements strategies, policies and business models that meet the specific needs and priorities of their local communities.

The key objectives provided by Police Services include:

- Crime prevention
- Law enforcement
- Victims' assistance
- Maintenance of public order
- Emergency response services

Each municipality's results are influenced to varying degrees by a number of factors, including:

- Non-residents: daily inflow and outflow of commuters and tourists, attendees at cultural, entertainment and sporting events, or seasonal residents (e.g. post-secondary students) who require police services and are not captured in population-based measures
- Specialized facilities: airports, casinos, etc. that can require additional policing
- Demographic trends: social and economic changes in the population

Police costs will vary significantly based on a number of factors including, but not limited to:

- Geographic mix (urban/rural mix)
- One-time special events
- Proximity and quantity of higher risk facilities (e.g. correctional, mental health facilities)
- Service levels
- Incident of more complex crimes
- Specialized services (e.g. Emergency Task Force, Emergency Measures, Marine Unit, etc.)
- Accounting and reporting practices

Police—(Sorted by Net Costs per \$100,000 Assessment, Including Amortization)

	Municipality	# of Full-Time Positions	# of Part-Time Positions	MPMP Operating Cost Services Per Person	MPMP Total Operating Costs Per Person	Net Costs per \$100,000 CVA Excluding Amortization	Net Costs per \$100,000 Including Amortization
*	Zorra			\$ 130	\$ 130	\$ 59	\$ 59
*	South-West Oxford			\$ 99	\$ 99	\$ 66	\$ 66
*	Georgian Bluffs			\$ 98	\$ 98	\$ 70	\$ 70
*	The Blue Mountains			\$ 369	\$ 375	\$ 72	\$ 73
*	North Middlesex			\$ 143	\$ 143	\$ 82	\$ 82
*	Blandford-Blenheim			\$ 147	\$ 147	\$ 85	\$ 85
*	Lambton Shores			\$ 196	\$ 196	\$ 102	\$ 102
*	Norwich			\$ 132	\$ 132	\$ 103	\$ 103
*	East Zorra-Tavistock			\$ 180	\$ 180	\$ 103	\$ 103
*	Central Huron	1		\$ 163	\$ 163	\$ 111	\$ 111
*	Meaford			\$ 161	\$ 161	\$ 111	\$ 111
*	Central Elgin			\$ 177	\$ 177	\$ 138	\$ 138
	Saugeen Shores	25	11	\$ 297	\$ 302	\$ 167	\$ 170
*	Penetanguishene			\$ 208	\$ 208	\$ 211	\$ 211
*	St. Marys			\$ 245	\$ 245	\$ 217	\$ 217
*	Ingersoll			\$ 232	\$ 233	\$ 253	\$ 254
*	Greenstone			\$ 332	\$ 332	\$ 294	\$ 294
	Hanover	23	5	\$ 453	\$ 460	\$ 517	\$ 526
	< 15,000 Average			\$ 209	\$ 210	\$ 153	\$ 154
	< 15,000 Median			\$ 179	\$ 179	\$ 107	\$ 107
*	Middlesex Centre			\$ 126	\$ 126	\$ 70	\$ 70
*	Springwater			\$ 105	\$ 105	\$ 73	\$ 73
*	Prince Edward County			\$ 195	\$ 195	\$ 146	\$ 146
*	Kingsville			\$ 169	\$ 170	\$ 151	\$ 152
*	Tecumseh			\$ 211	\$ 212	\$ 190	\$ 191
*	Tillsonburg	1		\$ 209	\$ 213	\$ 199	\$ 201
	Brockville	59	6	\$ 376	\$ 384	\$ 372	\$ 381
	Owen Sound	64	28	\$ 336	\$ 359	\$ 364	\$ 390
*	Kenora			\$ 425	\$ 426	\$ 464	\$ 465
	15,000 - 29,999 Average			\$ 239	\$ 243	\$ 225	\$ 230
	15,000 - 29,999 Median			\$ 209	\$ 212	\$ 190	\$ 191

* Off-Serviced

Police—(cont'd)

Municipality	# of Full-Time Positions	# of Part-Time Positions	MPMP Operating Cost Services Per Person	MPMP Total Operating Costs Per Person	Net Costs per \$100,000 CVA Excluding Amortization	Net Costs per \$100,000 Including Amortization
* Kawartha Lakes	58	3	\$ 183	\$ 185	\$ 125	\$ 127
* Brant County			\$ 222	\$ 222	\$ 141	\$ 142
Innisfil			\$ 270	\$ 284	\$ 173	\$ 182
* Orillia	1		\$ 267	\$ 267	\$ 242	\$ 242
Peterborough	167	8	\$ 277	\$ 286	\$ 273	\$ 281
* Quinte West			\$ 229	\$ 232	\$ 290	\$ 292
Stratford	75	3	\$ 311	\$ 321	\$ 296	\$ 305
Sarnia	153	16	\$ 285	\$ 290	\$ 313	\$ 318
Woodstock	86	11	\$ 383	\$ 394	\$ 311	\$ 318
North Bay	134	28	\$ 295	\$ 303	\$ 313	\$ 322
Belleville	130	6	\$ 338	\$ 345	\$ 352	\$ 360
St. Thomas	89	2	\$ 290	\$ 290	\$ 369	\$ 369
Timmins	119	14	\$ 297	\$ 318	\$ 425	\$ 444
Sault Ste. Marie	176	17	\$ 337	\$ 344	\$ 467	\$ 477
Cornwall	125	11	\$ 357	\$ 366	\$ 549	\$ 562
30,000 - 99,999 Average			\$ 289	\$ 296	\$ 309	\$ 316
30,000 - 99,999 Median			\$ 290	\$ 290	\$ 311	\$ 318
Ottawa	1,935		\$ 281	\$ 287	\$ 203	\$ 206
Toronto	7,664	205	\$ 346	\$ 364	\$ 208	\$ 217
Guelph	273	11	\$ 272	\$ 282	\$ 214	\$ 222
Kingston	249	14	\$ 264	\$ 286	\$ 232	\$ 244
London	842		\$ 266	\$ 276	\$ 266	\$ 275
Hamilton	1,033	37	\$ 276	\$ 281	\$ 271	\$ 276
Barrie	391		\$ 312	\$ 325	\$ 276	\$ 288
Greater Sudbury	356	17	\$ 293	\$ 303	\$ 310	\$ 323
Thunder Bay	337	26	\$ 325	\$ 330	\$ 478	\$ 487
Windsor	611	15	\$ 434	\$ 449	\$ 582	\$ 595
> 100,000 Average			\$ 307	\$ 318	\$ 304	\$ 313
> 100,000 Median			\$ 287	\$ 295	\$ 269	\$ 276
* District of Muskoka			\$ 164	\$ 164	\$ 43	\$ 43
Region Halton	927	27	\$ 235	\$ 245	\$ 122	\$ 127
Region York	1,991		\$ 233	\$ 247	\$ 125	\$ 131
Region Peel	2,673	38	\$ 257	\$ 265	\$ 169	\$ 174
Region Durham	1,138	200	\$ 249	\$ 257	\$ 210	\$ 216
Region Waterloo	1,004		\$ 238	\$ 248	\$ 216	\$ 224
Region Niagara	1,023				\$ 268	\$ 280
Region Average			\$ 229	\$ 237	\$ 165	\$ 171
Region Median			\$ 236	\$ 247	\$ 169	\$ 174

* OPP-Serviced

Appendix 4: Comparison of the 2006 and 2014 Cost Analyses (\$Millions)

	<u>2006</u>	<u>2014</u>	<u>Difference</u>
<i>Severance/Loss of Status Payments to NRPS Members</i>			
➤ Senior Uniform members	2.1	3.0	0.9
➤ Senior Civilian members	2.0	3.0	1.0
➤ Civilian members	7.4	23.5	16.1
Subtotal	11.5	29.6	18.1
<i>Banks (Approximate Cost of Paying Out Accumulated Time Banks)</i>			
➤ Sick bank payout (net of reserve)	11.3	5.2	(6.1)
➤ Annual leave payout	1.1	2.8	1.7
➤ Other Time banks (e.g. Float, Special Leave)	2.0	2.5	0.5
Subtotal	14.4	10.5	(3.9)
<i>Equipment, Training & Legal Expenses</i>			
➤ Replace firearms	0.9	0.9	0.0
➤ OPP Training	1.0	2.2	1.2
➤ OPP Uniforms	1.0	1.1	0.1
➤ Less sale of NRPS Glock Firearms	(0.3)	0	0.3
Subtotal	2.6	4.1	1.5
➤ Legal Costs (of negotiating severance packages and participating in OCCPS disbandment hearing)	0.2	0.8	0.6
Preliminary Total (excluding capital)	28.7	45.0	16.3