



**The Corporation of the County of Northumberland
County Council
Minutes**

**September 18, 2024, 9:30 a.m.
Council Chambers
555 Courthouse Road, Cobourg, ON K9A 5J6
Hybrid Meeting (In Person and Virtual)**

Members Present: Warden Brian Ostrander
Deputy Warden Olena Hankivsky
Councillor Lucas Cleveland
Councillor Robert Crate
Councillor Scott Jibb
Councillor John Logel
Councillor Mandy Martin

1. Notices

1.a Accessible Format

If you require this information in an alternate format, please contact the Accessibility Coordinator at accessibility@northumberland.ca or 1-800-354-7050 ext 2327.

1.b Meeting Format

This Council Meeting was held using a hybrid meeting model. The public were invited to attend in-person in Council Chambers, view the meeting via the live stream, or join online or by phone using Zoom Conference Technology.

1.c Timed Items

- **New Business Item 13.a 'Report 2024-119 'Police Services Review' - Presentation' took place at 9:35 a.m.**
- **Closed Session Item 17.a 'Council Education and Training - Cybersecurity Awareness Training' took place at 1:00 p.m.**

2. Call to Order

Warden Brian Ostrander called the meeting to order at 9:31 a.m.

2.a Territorial Land Acknowledgement

3. Approval of the Agenda

3.a Agenda dated September 18, 2024

Council Resolution 2024-09-18-610

Moved by Deputy Warden Olena Hankivsky

Seconded by Councillor Lucas Cleveland

"**That** the County Council Agenda for Wednesday, September 18, 2024 be approved, as amended, to include a update and discussion regarding 'Child Care' under New Business (Item 13.d)."

Carried

4. Declarations of Interest

- No declarations

5. Presentations

N/A

6. Adoption of Minutes

6.a County Council Minutes

Council Resolution 2024-09-18-611

Moved by Councillor John Logel

Seconded by Councillor Scott Jibb

"**That** the minutes of the County Council meeting of August 14, 2024 and Special County Council meeting of September 9, 2024 be approved as

distributed and the determinations contained therein be deemed those of Council."

Carried

7. Business arising from the Minutes

N/A

8. Communications

N/A

9. Determination of Items Requiring Separate Discussion

**9.a September 3, 4 and 5, 2024 Standing Committees
'Recommendations to Council - Summary Chart'**

**9.b Community Health Committee
- September 3, 2024**

**9.c Corporate Support Committee
- September 3, 2024**

**9.d Economic Development, Tourism and Planning Committee
- September 4, 2024**

**9.e Finance & Audit Committee
- Meeting Cancelled**

**9.f Public Works Committee
- September 5, 2024**

**9.g Social Services Committee
- Meeting Cancelled**

10. Adoption of Items Not Requiring Separate Discussion

[Councillor Jibb left the meeting and was not present for agenda item 10]

Council Resolution 2024-09-18-612

Moved by Councillor Mandy Martin

Seconded by Councillor John Logel

"**That** Council adopt all recommendations from the four Standing Committees, as contained within the Committee Minutes (meetings held September 3, 4 and 5, 2024), with the exception of the following items (referenced from the Standing Committee Minutes), that will be held for discussion:

- Community Health Committee, Item 8.c, Ontario Health Team of Northumberland's Proposal for a County Wide Physician Recruitment Plan' – **held by Deputy Warden Hankivsky**
- Corporate Support Committee, Item 8.c, Report 2024-110, Corporate Services 'Warden and Deputy Warden Responsibilities – **held by Councillor Cleveland**
- Corporate Support Committee, Item 8.d, Report 2024-111, Corporate Services 'Unfinished Council Business Update' – **held by Councillor Cleveland**
- Economic Development, Tourism, and Land Use Planning Committee, Item 7.b, Correspondence, 'Northumberland County Draft Official Plan Growth Plan Amendment' (Faye Langmaid and Northumberland Federation of Agriculture)– **held by Deputy Warden Hankivsky**

And Further That the items listed above and held for separate discussion each require a separate resolution."

Carried

11. Consideration of Items Requiring Separate Discussion

[Councillor Jibb left the meeting and was not present for agenda items 11.a - 11.b]

11.a Items Recommended by Standing Committees for Separate Consideration

- 1. Community Health Committee Meeting (September 3, 2024), Item 7.c, 'Correspondence, Town of Bradford West Gwillimbury - Ontario Long Service Medals Resolution'**

Council Resolution 2024-09-18-613

Moved by Councillor Mandy Martin

Seconded by Deputy Warden Olena Hankivsky

"**Whereas** the Community Health Committee (September 3, 2024) recommended that County Council identify this item for separate

discussion at the September 18, 2024 County Council meeting, the item being 'Correspondence, Town of Bradford West Gwillimbury - Ontario Long Service Medals Resolution';

Now Therefore Be It Resolved That County Council support the correspondence and the creation of a province-wide long-service medal for Paramedics; and

Further That County Council direct staff to send a copy of this resolution to key stakeholders, including the Honourable Doug Ford (Primer of Ontario), the Honourable Sylvia Jones (Deputy Premier and Minister of Health), the Honourable David Piccini (Minister of Labour, Immigration, Training and Skills Development and MPP for Northumberland-Peterborough South), and Northumberland County's 7 Member Municipalities."

Carried

2. **Community Health Committee (September 3, 2024), Closed Session Item 4.b, 'Matters pertaining to information explicitly supplied in confidence to the municipality by another level of government regarding funding'**

Council Resolution 2024-09-18-614

Moved by Councillor John Logel

Seconded by Councillor Mandy Martin

"**Whereas** the Community Health Committee at the September 3, 2024 Committee meeting considered a verbal update regarding 'Dedicated Off Load Nursing Program Funding 2024 / 2025' in Closed Session, as at the time, the information was explicitly supplied in confidence to the municipality by the Province; and

Whereas the Province has confirmed that the funding embargo has been lifted;

Now Therefore Be It Resolved That County Council receive Report 2024-121 'Dedicated Off Load Nursing Program Funding 2024 / 2025' for information."

Carried

3. **Economic Development, Tourism, and Land Use Planning Committee (September 4, 2024), Closed Session Item 4.a,**

'Matters pertaining to confidential negotiations regarding broadband'

[Item was considered in Closed Session]

11.b Motion(s) for Held Item(s)

- 1. Community Health Committee (September 3, 2024), Item 8.c, Ontario Health Team of Northumberland's Proposal for a County Wide Physician Recruitment Plan'**

Council Resolution 2024-09-18-615

Moved by Deputy Warden Olena Hankivsky

Seconded by Councillor Lucas Cleveland

"Whereas Item 8.c for the September 3, 2024 Community Health Committee was held by Council for separate discussion at this meeting, the item being 'Ontario Health Team of Northumberland's Proposal for a County Wide Physician Recruitment Plan'; and

Now Therefore Be It Resolved That County Council adopt the following:

- **That** County Council support the creation of a Northumberland Wide Physician Recruitment Plan; and
- **Further That** County Council support action items for physician recruitment; and
- **Further That** County Council endorse a regionally representative governance model for physician recruitment; and
- **Further That** County Council approve a one time contribution of \$40,000 to fund the following items:
 - \$20,000 earmarked for the creation of a marketing promotional campaign that includes video and social media assets that can be used for physician recruitment as well as the general promotion of Northumberland County; and
 - \$20,000 earmarked for the creation of a pilot project to review physician recruitment and that would include the expansion of recruitment efforts."

Carried

2. **Corporate Support Committee (September 3, 2024), Item 8.c, Report 2024-110, Corporate Services 'Warden and Deputy Warden Responsibilities'**

Council Resolution 2024-09-18-616

Moved by Councillor John Logel

Seconded by Deputy Warden Olena Hankivsky

“Whereas Item 8.c from the September 3, 2024 Corporate Support Committee was held by Council for separate discussion at this meeting, the item being Report 2024-110, Corporate Services 'Warden and Deputy Warden Responsibilities';

Now Therefore Be It Resolved That County Council adopt the following:

- **That** County Council direct staff to arrange a meeting for the 2025 Warden, Deputy Warden and the County’s Chief Administrative Officer, sometime after December 18, 2024 and prior to the January 2025 Council meeting, to discuss the division of responsibilities between the Warden and Deputy Warden, and to bring forward a report to the January 2025 Council meeting regarding the division of responsibilities for Council’s input / consideration.”

Carried

3. **Corporate Support Committee (September 3, 2024), Item 8.d, Report 2024-111, Corporate Services 'Unfinished Council Business Update'**

Council Resolution 2024-09-18-617

Moved by Deputy Warden Olena Hankivsky

Seconded by Councillor John Logel

“Whereas Item 8.d from the September 3, 2024 Corporate Support Committee was held by Council for separate discussion at this meeting, the item being Report 2024-111, Corporate Services 'Unfinished Council Business Update';

Now Therefore Be It Resolved That County Council adopt the following:

- **That** County Council receive Report 2024-111, Corporate Services 'Unfinished Council Business Update' for information.”

Carried

4. Economic Development, Tourism, Planning Committee, (September 4, 2024), Item 7.b, Correspondence 'Northumberland County Draft Official Plan Growth Plan Amendment'

Council Resolution 2024-09-18-618

Moved by Deputy Warden Olena Hankivsky

Seconded by Councillor Mandy Martin

“**Whereas** Item 7.b. from the September 4, 2024 Economic Development, Tourism, and Land Use Planning Committee was held by Council for separate discussion at this meeting, the item being Correspondence from Faye Langmaid and Northumberland Federation of Agriculture regarding 'Northumberland County Draft Official Plan Growth Plan Amendment'; and

Now Therefore Be It Resolved That County Council adopt the following:

- **That** County Council receive the correspondence for information, noting that public feedback / comments will be considered by staff as part of the Official Plan Amendment review process.”

Carried

12. Enactment By-laws

12.a A By-law to Encourage Pre-Consultation for Development Applications Submitted to Northumberland County and to Repeal By-law 2015-23

Council Resolution 2024-09-18-619

Moved by Councillor John Logel

Seconded by Councillor Robert Crate

"**That** By-law 32-2024 being a By-law to Encourage Pre-Consultation for Development Applications Submitted to Northumberland County and to

Repeal By-law 2015-23 be introduced, deemed to be read a first, second and third time, passed, signed and sealed this 18th day of September, 2024."

Carried

12.b A By-law to Amend By-law 22-2022, being a By-law to Prescribe the Maximum Rate of Speed for Highways Under the Jurisdiction of the County of Northumberland, in order to Update the Maximum Rate of Speed on County Roads

Council Resolution 2024-09-18-620

Moved by Councillor Mandy Martin

Seconded by Councillor John Logel

"That By-law 33-2024 being a By-law to Amend By-law 22-2022, being a By-law to Prescribe the Maximum Rate of Speed for Highways Under the Jurisdiction of the County of Northumberland, in order to Update the Maximum Rate of Speed on County Roads be introduced, deemed to be read a first, second and third time, passed, signed and sealed this 18th day of September, 2024."

Carried

13. New Business

13.a Report 2024-119 'Police Services Review' - Presentation

****Timed Item for 9:35 a.m.****

Matthew Nitsch, Director Finance / Treasurer
Sabine Matheson, Engagement Principal, StrategyCorp
Brian Teefy, Vice President, StrategyCorp
Stephen Beckett, Senior Advisor, StrategyCorp

[Council recessed at 11:20 a.m. until 11:36 a.m.]

1. Delegation(s)

Council Resolution 2024-09-18-621

Moved by Councillor Lucas Cleveland

Seconded by Deputy Warden Olena Hankivsky

13.a (1)

“Whereas the County’s Procedural By-law allows delegations at Standing Committees only; and

Whereas Council may choose to waive a Rule of Procedure established by this by-law and that requires a two-thirds majority vote;

Now Therefore Be It Resolved That Council approve hearing a delegation regarding Report 2024-119 'Police Services Review' at the September 18, 2024 County Council meeting.”

Carried

Council Resolution 2024-09-18-622

Moved by Councillor Lucas Cleveland

Seconded by Deputy Warden Olena Hankivsky

13.a (2)

“Whereas the County’s Procedural By-law states that delegations are allowed 10 minutes plus 5 minutes for question and answers; and

Whereas Council may choose to waive a Rule of Procedure established by this by-law and that requires a two-thirds majority vote;

Now Therefore Be It Resolved That County Council approve extending the question and answer period for Chief’s VandeGraff’s delegation beyond the 5 minute time limit.”

Recorded vote requested by Councillor Cleveland

Carried

[A procedural error was made, as the Council Procedural By-law does not permit recorded votes for votes that require a two-thirds majority. However, the disposition of the vote was not impacted]

Council Resolution 2024-09-18-623

Moved by Councillor John Logel

Seconded by Councillor Robert Crate

13.a (3)

"**The** County Council receive the delegation from Chief VandeGraaf on behalf of the Cobourg Police Service Board regarding Report 2024-119 'Police Services Review' for information."

Carried

2. Debate / Discussion

Council Resolution 2024-09-18-624

Moved by Deputy Warden Olena Hankivsky

Seconded by Councillor Robert Crate

13.a (4)

"**That** County Council receive Report 2024-119 'Police Services Review' for information."

Carried

13.b Report 2024-120 'Northumberland County Agreement with Municipality of Trent Hills for IT Managed Services'

Kate Campbell, Director Communications & Information Technology

[Councillor Jibb left the meeting and was not present for agenda items 13.b-e]

Council Resolution 2024-09-18-625

Moved by Councillor Lucas Cleveland

Seconded by Deputy Warden Olena Hankivsky

Vote re: Adding New Business Item

13.b(1)

"**Whereas** the County's Procedural By-law outlines that New Business / Other Business that is not on the agenda will not be added or considered unless it is of an emergency, time sensitive, congratulatory or condolence nature and should otherwise be referred to the next meeting of Council or the Standing Committee and requires **a two-thirds majority vote** to be heard; and

Now Therefore Be It Resolved That County Council hereby approve adding a discussion regarding 'Social Services Delivery' under 'New Business' (Item 13.e) at the September 18, 2024 County Council Meeting."

Carried

Council Resolution 2024-09-18-626

Moved by Councillor John Logel

Seconded by Councillor Robert Crate

13.b(2)

"**That** County Council receive Report 2024-120 'Northumberland County Agreement with the Municipality of Trent Hills for IT Managed Services', for information."

Carried

13.c Eastern Ontario Wardens' Caucus (EOWC) - Association of Municipalities of Ontario (AMO) Conference Update

Warden Brian Ostrander

Council Resolution 2024-09-18-627

Moved by Councillor Mandy Martin

Seconded by Deputy Warden Olena Hankivsky

"**That** County Council receive the correspondence from the EOWC regarding the 2024 AMO Conference for information."

Carried

13.d Child Care - Verbal

Council Resolution 2024-09-18-628

Moved by Deputy Warden Olena Hankivsky

Seconded by Councillor Robert Crate

"**That** County Council receive the verbal update and discussion regarding 'Child Care' for information."

Carried

13.e Social Services Delivery Review - Warden

Council Resolution 2024-09-18-629

Moved by Councillor Mandy Martin

Seconded by Councillor Robert Crate

"**That** County Council receive the verbal update and discussion regarding 'Social Services Delivery' for information."

Carried

14. Proclamations

[Councillor Jibb left the meeting and was not present for agenda item 14]

Council Resolution 2024-09-18-630

Moved by Councillor Mandy Martin

Seconded by Councillor Robert Crate

"**That** County Council proclaim the following proclamations at the September 18, 2024 County Council meeting:

- Rail Safety Week - September 23 to 29, 2024;
- National Day for Truth and Reconciliation - September 30, 2024;
- Ontario Agriculture Week - October 6 to 12, 2024;
- World Homeless Day – October 10, 2024;
- Local Government Week - October 13 to 19, 2024;
- Cyber Security Awareness Month - October 2024; and
- Hispanic Heritage Month - October 2024."

Carried

14.a Proclamation, 'Rail Safety Week' - September 23 to 29, 2024

"**Whereas** Rail Safety Week is to be held across Canada from September 23 to 29, 2024; and

Whereas 229 railway crossing and trespassing incidents occurred in Canada in 2023; resulting in 66 avoidable fatalities and 39 avoidable serious injuries; and

Whereas educating and informing the public about rail safety (reminding the public that railway rights-of-way are private property, enhancing public awareness of the dangers associated with highway rail grade crossings, ensuring pedestrians and motorists are looking and listening while near railways, and obeying established traffic laws) will reduce the number of

avoidable fatalities and injuries cause by incidents involving trains and citizens; and

Whereas Operation Lifesaver is a public / private partnership whose aim is to work with the public, rail industry, governments, police services, media and others to raise rail safety awareness; and

Whereas CN and Operation Lifesaver have requested municipalities adopt this resolution in support of its ongoing efforts to raise awareness, save lives and prevent injuries in communities, including our municipality;

Now Therefore Be It Resolved That I, Warden Brian Ostrander, on behalf of Northumberland County Council, do hereby proclaim September 23 to 29, 2024 as 'Rail Safety Week' in Northumberland County."

14.b Proclamation, 'National Day for Truth and Reconciliation' - September 30, 2024

An application for the community flag pole was also submitted for 'National Day for Truth and Reconciliation'

- Every Child Matters flag raised on September 30, 2024 to October 4, 2024
- Provided for information only

Whereas the Government of Canada has established September 30th as the National Day for Truth and Reconciliation, following the Truth and Reconciliation Commission's Call to Action #80, to acknowledge the tragic history and damage inflicted by the legacy of Canada's Indian Residential School System; and

Whereas this day commemorates and honours the children from Indigenous communities who never returned home, and recognizes the resilience, dignity, and strength of survivors, intergenerational survivors, families and communities; and

Whereas publicly commemorating the tragic and painful history, as well as the ongoing impact of residential schools, is a crucial part of Canada's reconciliation process; and

Whereas the Truth and Reconciliation Commission (TRC) Calls to Action offer essential guidance to individuals and governments in addressing the legacy of residential schools and promoting reconciliation; and

Whereas Northumberland County is dedicated to implementing the Truth and Reconciliation Commission Calls to Action relating to municipalities;

Now Therefore Be It Resolved That I, Warden Brian Ostrander, on behalf of Northumberland County Council, do hereby proclaim September 30th to be 'National Day for Truth and Reconciliation' in Northumberland County; and

Further Be it Resolved That Council urges Northumberland residents to observe this day with reflection and action to build understanding of our shared history with Indigenous Peoples, and by acknowledging the truths of our past, we strengthen our commitment to a future founded on respect, unity, and understanding.”

14.c Proclamation, 'Ontario Agriculture Week' - October 6 to 12, 2024

“Whereas the week of October 6 to 12, 2024 is recognized as Ontario Agriculture Week; and

Whereas Ontario Agriculture Week is a time to celebrate food and farming across the province, and all of the farm families and producers who work tirelessly to provide an abundance of nutritious local food in Ontario; and

Whereas Ontario farmers proudly grow and produce food commodities for local and international markets; and

Whereas agriculture and food are the largest contributor to the economy of Northumberland County;

Now Therefore Be It Resolved That I, Warden Brian Ostrander, on behalf of Northumberland County Council, do hereby proclaim the week of October 6 to 12, 2024 as 'Ontario Agriculture Week' in Northumberland County and encourage all citizens to support Ontario farmers by buying locally grown products.”

14.d Proclamation, 'World Homeless Day' – October 10, 2024

“Whereas World Homeless Day, observed annually on October 10th, is a day dedicated to raising awareness and promoting action to address the plight of homelessness around the world, including right here in Northumberland; and

Whereas Communities in Ontario are seeing a rise in the scope, visibility, and complexity of homelessness; and

Whereas Ontario’s municipalities are committed to ensuring safe, secure, and affordable housing for all residents and recognize the need for collaborative efforts with provincial and federal partners to effectively address and eradicate homelessness; and

Whereas Ontario’s municipalities are ready to work with provincial and federal partners to end both homeless encampments and chronic homelessness in Ontario; and

Whereas it is essential to implement comprehensive strategies that include prevention, emergency response, and long-term solutions to end homelessness, ensuring that every individual has access to the support and services they need to thrive;

Now Therefore Be It Resolved That I, Warden Brian Ostrander, on behalf of Northumberland County Council do hereby proclaim October 10th to be ‘World Homeless Day’ in Northumberland County;

Further Be it Resolved That County Council encourages residents, businesses, and community organizations to join us in recognizing this important day and to continue to collectively work together to end homelessness in Northumberland and across Ontario, standing ready to collaborate with our provincial and federal partners, dedicating ourselves to creating a future where homelessness is a thing of the past.”

14.e Proclamation, 'Local Government Week' - October 13 to 19, 2024

Whereas the week of October 13 – 19, 2024, has been designated as Local Government Week in Ontario, creating an opportunity to reflect on and recognize the essential services delivered by municipal governments; and

Whereas this week celebrates the significant impact of these services on the daily lives of residents across Ontario; and

Whereas municipal governments are instrumental in shaping the identity, priorities, infrastructure, and overall well-being of communities throughout Ontario;

Now Therefore Be It Resolved That I, Warden Brian Ostrander, on behalf of Northumberland County Council, do hereby proclaim October 13 – 19 to be ‘Local Government Week’ in Northumberland County.”

14.f Proclamation, 'Cyber Security Awareness Month' - October 2024

Whereas the month of October is recognized as Cybersecurity Awareness Month; and

Whereas Cybersecurity Awareness Month is an internationally recognized campaign held each October to promote cybersecurity; and

Whereas digital technology plays a central role in our everyday lives and can have far-reaching security, economic and social impacts; and

Whereas there is an increasing threat of cyber attacks and risks to our privacy; and

Whereas the internet is a shared resource and securing it is a shared responsibility;

Now Therefore Be It Resolved That I, Warden Brian Ostrander, on behalf of Northumberland County Council, do hereby proclaim October 2024 as 'Cybersecurity Awareness Month' in Northumberland County, noting that the County acknowledges its responsibility by taking a proactive and adaptive approach to protect its digital assets and IT infrastructure and is committed to making long-term investments to reach our security goals."

14.g Proclamation, 'Hispanic Heritage Month' - October 2024

Whereas the Government of Ontario has proclaimed the month of October as Hispanic Heritage Month in Ontario; and

Whereas Ontario is home to more than 400,000 first, second, and third generation Canadians of Hispanic origin; and

Whereas the Hispanic Community is one of the fastest growing in Ontario; and

Whereas Northumberland County is home to a flourishing Hispanic population; and

Whereas Northumberland County Council recognizes the contributions of a thriving immigrant community to a strong and vibrant Northumberland County; and

Whereas the Northumberland Hispanic Cultural Club (NHCC) is aimed at supporting the Hispanic community as well as educating people on the diversity of the Hispanic culture and traditions in Northumberland County; and

Whereas NHCC is organizing a series of events in Northumberland County in order to promote and celebrate Hispanic Heritage month;

Now Therefore Be It Resolved That I, Warden Brian Ostrander, on behalf of Northumberland County Council, do hereby proclaim the month of October, 2024 as 'Hispanic Heritage Month' in Northumberland County,

and encourage all citizens to learn more about Hispanic culture by partaking in community events; and

Further Be It Resolved That a copy of this resolution be sent to the Northumberland Hispanic Cultural Club, the Honourable David Piccini (Minister of Labour, Immigration, Training and Skills Development and MPP for Northumberland—Peterborough South), MP Philip Lawrence (Northumberland—Peterborough South), and Northumberland County's seven member municipalities."

15. Media Questions

16. Remarks from Warden Ostrander on the Retirement of Lisa Horne, Director Community & Social Services

17. Closed Session #1

16.a Council Education and Training - 'Cybersecurity Awareness Training' by Frank Fazio, Cybersecurity Expert (Item going directly to Council)

****Timed Item for 1:00 p.m.****

Municipal Act Section 239. (3.1)

Council Resolution 2024-09-18-631

Moved by Councillor Robert Crate

Seconded by Councillor Scott Jibb

"**That** this Council proceed with the next portion of the meeting being closed to the public at 12:31 p.m.; and

Further That the meeting is closed to the public as permitted under the Municipal Act Section 239 (3.1) in order to address matters pertaining to the education and training of Council Members ('Cybersecurity Awareness Training by Frank Fazio, Cybersecurity Expert') and that Frank Fazio, Jennifer Moore, Kate Campbell, Susan Brown, Lisa Horne, Dan Borowec, Glenn Dees, Denise Marshall, Matthew Nitsch, Dwayne Campbell, Lisa Ainsworth, Hitanshu Chodha, Shola Yusuf - Aliyu, Maddison Mather and Cheryl Sanders remain present."

Carried

18. Motion to Rise and Results from Closed Session

[Council recessed in Closed Session at 12:33 p.m. until 1:03 p.m.]

[Councillor Jibb left the meeting during the recess in Closed Session at 12:59 p.m. and did not return to the meeting]

[Councillor Cleveland left the meeting during the recess at 1:03 p.m. and returned at 2:12 p.m.]

[Council recessed in Closed Session at 2:02 p.m. until 2:12 p.m.]

18.a Council Education and Training - 'Cybersecurity Awareness Training' by Frank Fazio, Cybersecurity Expert (Item going directly to Council)

Council Resolution 2024-09-18-632

Moved by Councillor Robert Crate

Seconded by Councillor John Logel

"**That** this Council rise from Closed Session at 2:13 p.m."

Carried

Reporting out:

- During this Closed portion of the Meeting, Members of Council and invited staff received education and training regarding cybersecurity and navigating cyber threats.

19. Closed Session #2

Council Resolution 2024-09-18-633

Moved by Deputy Warden Olena Hankivsky

Seconded by Councillor John Logel

"**That** this Council proceed with the next portion of the meeting being closed to the public at 3:44 p.m.; and

Further That the meeting is closed to the public as permitted under the Municipal Act Section 239.(2.b) in order to address matters pertaining to personal matters about identifiable individuals (Northumberland County Housing Corporation – Appointment of Directors) and that Jennifer Moore, Lisa Horne, Glenn Dees, Rebecca Carman, Neil Ellis, Maddison Mather, and Cheryl Sanders remain present; and

Further That the meeting is closed to the public as permitted under the Municipal Act Section 239. (2.k) in order to address matters pertaining to confidential negotiations regarding broadband, and that Jennifer Moore, Dan

Borowec, Dwayne Campbell, TJ Flynn, Maddison Mather and Cheryl Sanders remain present."

Carried

20. Motion to Rise and Results from Closed Session

20.a Matters pertaining to personal matters about identifiable individuals (Northumberland County Housing Corporation – Appointment of Directors)'

Council Resolution 2024-09-18-634

Moved by Councillor Mandy Martin

Seconded by Councillor Robert Crate

"That County Council Rise from Closed Session at 3:58 p.m."

Further That County Council appoint Molly Anthony and Daphne Livingstone to the Northumberland County Housing Corporation (NCHC) Board of Directors effective September 18, 2024."

Carried

20.b Closed Session Items from Standing Committees Requiring Separate Discussion

1. Economic Development, Tourism, and Land Use Planning Committee (September 4, 2024), Closed Session Item 4.a, 'Matters pertaining to confidential negotiations regarding broadband'

Council Resolution 2024-09-18-635

Moved by Councillor John Logel

Seconded by Councillor Mandy Martin

"That the confidential resolution moved in Closed Session regarding matters pertaining to confidential negotiations regarding broadband, is hereby referred to this open session of Council for adoption."

Carried

20.c Motion(s) for Held Item(s)

N/A

21. Closed Session Business – Public Updates

N/A

22. Confirming By-law

22.a A By-law to confirm the proceedings of a meeting of County Council held on September 18, 2024

Council Resolution 2024-09-18-636

Moved by Deputy Warden Olena Hankivsky

Seconded by Councillor Robert Crate

"**That** By-law 34-2024 being a By-law to confirm the proceedings of a meeting of County Council held on September 18, 2024 be introduced, be deemed to be read a first, second and third time, be passed, signed and sealed."

Carried

23. Adjournment

Council Resolution 2024-09-18-637

Moved by Councillor Mandy Martin

Seconded by Councillor Lucas Cleveland

"**That** Council adjourn at 4:00 p.m."

Carried

Brian Ostrander, Warden

Maddison Mather, Clerk



Northumberland Police Services Review

Prepared for Northumberland County

SEPTEMBER 2024

Background

Purpose of the Police Services Report

- The purpose of this report is to inform a discussion about the future needs of policing, including service requirements and costs.
- This report considers current service delivery and provides an analysis potential alternatives to the current model.

StrategyCorp presents this report with full respect to all that it touches.

- **The Police and Police Services Boards:** When we discuss the police, we are not discussing a commodity. We are discussing people who, in the words of Peel, are the “only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.” Police services are made up of human beings. Their morale matters.
- **Council and the Administration:** Similarly, the task of Council is not just a job. Politics has been described as “the legitimate process for the allocation of scarce resources.” In 2024, we sit in the wake of high inflation and great need in all areas of public spending. There is no resource more scarce than public funding. “To govern is to choose” and we understand that those who receive this report intend to rely on it to inform choices.
- **The Public:** The public expects that Council examine every opportunity to achieve best value for money in public spending. “Best value” implies not just “cheapest” but also able to deliver on a service that meets public expectation.
- **In our view, there is a human cost to a costing, and it is prudent to not undertake such an exercise unless it is likely to result in an outcome that is material to the community, in terms of cost or quality.**

Context: Policing in Ontario

- Growth in the range and complexity of crime
- Growing social challenges resulting from unmet need in poverty, mental health and addictions
- Police budgeting increasing financial (and political) stress
- Unprecedented human resources challenges
- New legislative framework - Community Safety and Policing Act (2019)



StrategyCorp's 2023 Survey of Ontario Police Board Chairs and 2024 Survey of Ontario Chiefs of Police found a high degree of similarity among the leadership of Ontario's police services. Our interviews of Northumberland policing and police governance stakeholders found similar concerns.

The Current Delivery Model in Northumberland

- Today, policing in Northumberland County is delivered and paid for at the local level (not at the County level).
 - Hamilton, Alnwick/Halldimand, Cramahe, Brighton, Trent Hills, and Port Hope Ward 2 are served by the OPP.
 - Port Hope Ward 1 is served by the Port Hope Police Service.
 - Cobourg is served by the Town of Cobourg Police Service.
- All three services indicated that they are already working closely with one another to reduce crime and manage their resources efficiently.
 - The OPP provides specialized services
 - Cobourg and Port Hope partner and share resources
- Based on our review of recent statistics, our interviews, and the public satisfaction survey results that are available, there is no evidence to suggest that current arrangements do not meet the requirement of providing “adequate and effective police services.”
- From the perspective of quality of service, the status quo is an option, at least for the next five years.

Three Scenarios

Based on the terms of reference, and the interviews, conducted, we focused this report on three scenarios*:



OPP in all municipalities

- OPP serve all of Northumberland County.
- For billing purposes, contracts would be between the OPP and each local municipality.
- There would be no change in contractual arrangements or cost for municipalities currently served by the OPP.
- This would be a decision of each local municipality, not a county decision.



Amalgamate Municipal Police Services; Maintain OPP

- Port Hope Police Service and Cobourg Police Service would merge into a single entity serving Port Hope Ward 1 and the Town of Cobourg.
- OPP continues to serve Hamilton, Alnwick/Haldimand, Cramahe, Brighton, Trent Hills, and Port Hope Ward 2.



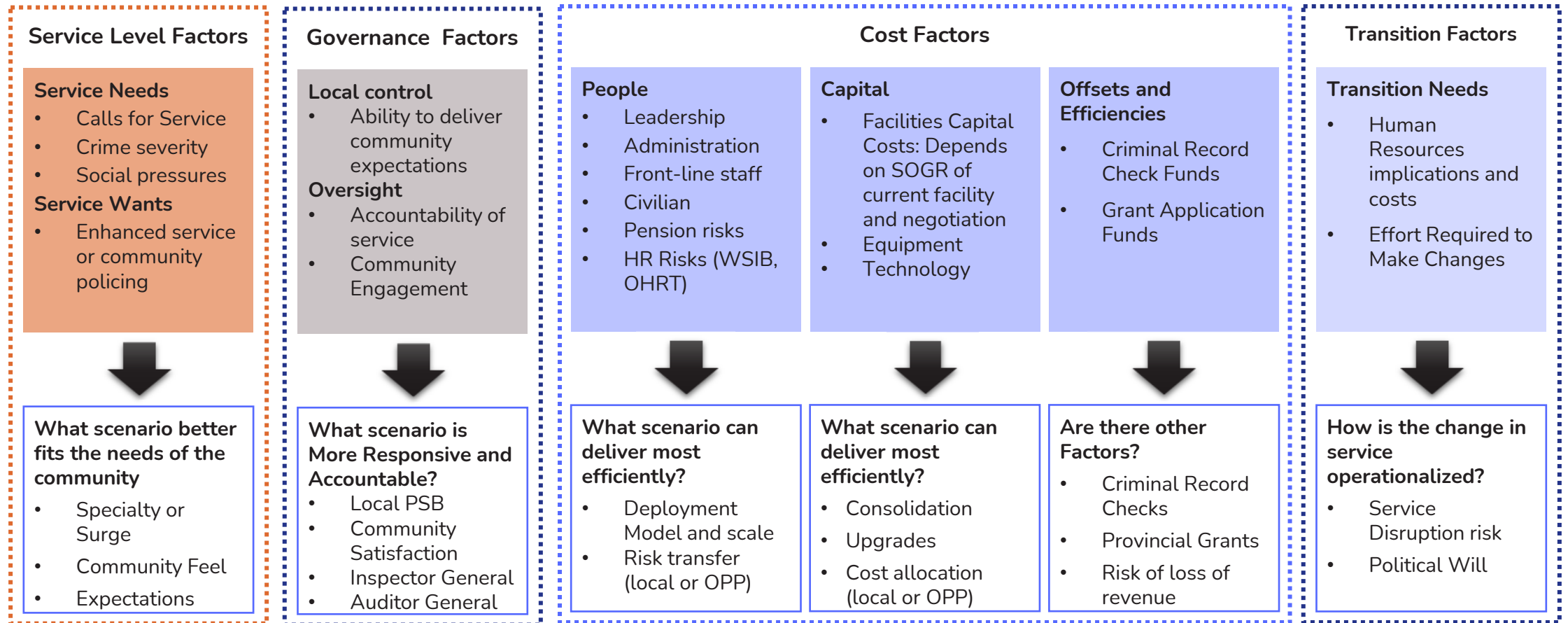
Status Quo

- Port Hope Police Service would serve Port Hope Ward 1.
- Cobourg Police Service would serve the Town of Cobourg.
- OPP continues to serve Hamilton, Alnwick/Haldimand, Cramahe, Brighton, Trent Hills, and Port Hope Ward 2.

* StrategyCorp recognizes that there are additional alternative models that could have been considered such as policing contracted from another municipality. If there is a formal costing, it would be appropriate to invite participation from potentially interested contiguous delivery partners, but we have concluded from the data that is available that such opportunities would not offer greater cost benefit than the opportunities canvassed in this report.

Primary Decision-Making Considerations

To evaluate each of the scenarios we considered each of the following considerations.



Service Level Factors

- **Local Feel:** The local services are, by definition, local. It means officers will tend to spend more of their careers policing the community. For some, this local engagement and knowledge is a benefit. For others, local can mean “too local” or “too familiar” and that familiarity can be a cause for concern. In the annals of Ontario policing, there have been instances where both have proven to be true. Neither structure has a monopoly on being better or worse. OPP has implemented policies to improve their local responsiveness.
- **Access to resources:** With respect to access to surge capacity and special resources, given the difference of size and scale, there can be little doubt that the OPP has the edge in terms of what it can offer by way of specialized police services.
 - Under the current arrangement, the existing local services obtain that support through negotiated agreements with the OPP and neighbouring services.
 - The OPP have indicated that while they always aid with specialized services to municipalities with their own police services, specialized resources are always prioritized to OPP policed municipalities first.

We conclude that both could provide “adequate and effective” policing services, although the “local feel” would tend to favour either scenarios two or three.

Governance Factors: Do you get better oversight?

Those who favour local police services sometimes point to the more robust role of the local police services board in governance as a local advantage.

- Other key points of differentiation are the authority of the Local Police Services Board to hire and fire the Chief, monitor their performance, create the strategic plan, and set the annual budget.
- This may be true. But as is often the case with processes, the proof is in the actual outcome, not just the procedural tools.
- As we heard through our research, the main levers of the Police Services Board are creation of the strategic plan, service policy, and service budget processes – but they often must rely on the Chief and the Senior Management Team to deliver on these responsibilities.
- While there are no doubt many effective police services boards, our research demonstrated that there is considerable concern among police service board chairs regarding effective governance.

By contrast, oversight of the OPP rests more squarely on its chain of command.

- Legislature
- Solicitor General
- Commissioner
- Detachment Commander

It is notable that in the past, the OPP has sometimes been criticized for failing to deliver contracted staffing levels.

- OPP is subject to the scrutiny of Ontario's Auditor General.
- That failure was identified, followed up on, and, according to the most recent report, well on the way to being remedied.

We conclude that the critical success factor lies in diligent use of the systems by those in the role, not the superiority of one system over the other

Cost Factors: The Key Cost Drivers

The following high-level cost drivers and offsets have the biggest impact on the financial modeling and future considerations for the County.



The main difference is predictability of costs and access to resources.

Key Financial Model Details

To assess the resource capabilities and cost controls of each of the three scenarios, a 10-year financial model was developed. The model incorporates the following critical assumptions for all three scenarios:

	1 EXPANDED OPP	2 AMALGAMATION OF MUNICIPAL SERVICES	3 STATUS QUO
Tools to Calculate 10-Year Cost Increases	<ul style="list-style-type: none"> • Property Count • Calls for Service • Historical Averages 	<ul style="list-style-type: none"> • Population Growth • Additional Capital Costs (e.g., facilities, new CSPA requirements) • Historical Averages 	<ul style="list-style-type: none"> • Population Growth • Additional Capital Costs (e.g., facilities, new CSPA requirements) • Historical Averages
Initial Costs v. Status Quo	<ul style="list-style-type: none"> - Initial Startup and Transition Costs - Severance 	<ul style="list-style-type: none"> - Rebranding (e.g., vehicles, uniforms) - Severance - Cost of Equipment (e.g., body worn cameras) 	<ul style="list-style-type: none"> • N/A
Ongoing Savings / Costs v. Status Quo	<ul style="list-style-type: none"> + Deployment Model Efficiencies + Senior Officer & Civilian Headcount Reduction + Reduced Capital Expenditure + Reduced Police Service Board Costs - Eliminated Criminal Record Check Revenue 	<ul style="list-style-type: none"> + Senior Officer & Civilian Headcount Reduction + More efficient front line officer deployment + Administrative and support efficiencies (IT, HR) + Reduced Police Service Board Costs - Increased Data Storage Costs 	<ul style="list-style-type: none"> • N/A

Assumptions

- We created a model using the published 2024 budgets from each of the OPP Detachments and the two local services. These numbers served as “Year 0” for our models.
 - In practical terms, the implementation of any change is likely at least two budget years away.
 - “Year 1” of the model could be expected to occur no earlier than 2026. Practically, that means there is a gap between the current budget year, current actuals, and the base numbers that provide the assumptions for “Year 1” of the model. That is an inherent risk in modelling.
- For OPP, annual increases are based on a combination of household growth and call volumes, again which are fully described below.
- To be conservative, the scenarios are based on a blend of high and low growth assumptions, which are described in the appendices below.
- We have also modelled Cobourg’s budget to include the new \$34M facility starting in “Year 1”.
- Capital costs for new or upgraded headquarters - The projections show public capital costs for new headquarters (Cobourg only) and a second chart exclusive of capital costs for new local police service headquarters or capital upgrade costs that may apply to an OPP transition.

Scenario 1: OPP Service in each of the Northumberland Municipalities

Both the costs and service levels in the areas currently served by the OPP (including Port Hope Ward 2) would remain the same.

- The OPP model is based on households and call volumes. There is also a charge related to accommodation and equipment costs.
- By taking call volumes into account, the OPP matches the level of service to the needs of the community, based on their model of service.
- In a transition to the OPP, municipalities will likely have to provide funding for capital upgrades to ensure space is available and up to OPP standards.
 - That cost would be determined in a policing resource plan developed by the OPP.

What are the cost drivers of this pricing model?

- The OPP's scale provides a cost-effective delivery model that cannot be matched by services on the scale of Port Hope and Cobourg.
- Opportunities to save on facilities costs, if it is possible to avoid the cost of a new \$34M facility in Cobourg and a potential new facility in Port Hope in exchange for incremental capital upgrade costs related to OPP transition.
- The OPP Contract model transfers risks to the province, including costs associated with long term disability, cyber risk, and operational liability risk.

Scenario 2: Merger of Cobourg Police Service and Port Hope Police Services; remainder is unchanged

In this scenario, both the costs and service in the areas currently served by the OPP (including Port Hope Ward 2) would remain the same. Detailed assumptions about the model are set out in the appendix below.

- The only change from the status quo model relates to Cobourg and Port Hope Ward 1. The specific allocation of costs under this amalgamated model would have to be the subject of negotiation between the two municipalities.
- **Capital:** In a merger, new police buildings will also be required. Determining if a new police service that is policing two municipalities can have one headquarters or will need space in both communities will be a key decision point.

What is driving the difference?

- Opportunities to improve the efficiency of the deployment model.
- Opportunities to eliminate redundancies in administrative and command structures once amalgamated.
- Opportunities to save on facilities costs if Cobourg and Port Hope are able to move to a single facility. (See known unknowns, below.)
- However, the resulting service would continue to have challenges similar to the status quo option in controlling and predicting costs. Most notably, they would not benefit from the transfer of risks achieved through the OPP Contract Model.

Scenario 3: Status Quo

This option appears to be the higher cost scenario of the three reviewed, and offers the least opportunity for improved efficiency, due to the model that divides service delivery between three services, two of which are small in scale.

- The option would maintain three main facilities.
- The option is made more affordable by expense offsets created by revenue from the third-party criminal record check service delivered by CPS and PHPS. If this revenue were not available to offset overall costs of the service the actual burden on the taxpayer would increase dramatically.

However, the municipalities would continue to have similar challenges to the status quo option in controlling and predicting costs.

Capital costs for new buildings is a likely expense for both Cobourg and Port Hope if the status quo police arrangement remains.

Comparing Estimated Cumulative 10-Year Cost: Scenario 1 and 3

Comparing Estimated Cumulative 10-Year Cost - Scenario 1 and Scenario 3		
	Scenario 1 OPP	Scenario 3 Status Quo
Alnwick/Haldimand	\$11.1M	\$11.1M
Brighton	\$20.9M	\$20.9M
Cramahe	\$10.4M	\$10.4M
Hamilton	\$14.3M	\$14.3M
Port Hope Ward 2	\$6.1M	\$6.1M
Trent Hills	\$26.3M	\$26.3M
Port Hope Ward 1	\$46.4M	\$70.7M
Cobourg	\$81.6M	
Cobourg - Including Capital		\$116.8M
Cobourg - Excluding Capital		\$92.8M
Total for all Services - Including Capital	\$217.0M	\$276.5M
Total for all Services - Excluding Capital	\$217.0M	\$252.4M

Comparing Estimated Cumulative 10-Year Cost: Scenario 1 and 2

Comparing Estimated Cumulative 10-Year Cost - Scenario 1 and Scenario 2		
	Scenario 1 OPP	Scenario 2 Amalgamation of CPS and PHPS
Alnwick/Haldimand	\$11.1M	\$11.1M
Brighton	\$20.9M	\$20.9M
Cramahe	\$10.4M	\$10.4M
Hamilton	\$14.3M	\$14.3M
Port Hope Ward 2	\$6.1M	\$6.1M
Trent Hills	\$26.3M	\$26.3M
Port Hope Ward 1	\$46.4M	\$70.7M
Cobourg	\$81.6M	
Cobourg - Including Capital		\$164.8M
Cobourg - Excluding Capital		\$140.8M
Total for all Services - Including Capital	\$217.0M	\$253.8M
Total for all Services - Excluding Capital	\$217.0M	\$229.8M

Known Unknowns

The third-party criminal record check service.

- The OPP would not continue that service. This loss was fully factored into the cost projections of this report.
- Risk under the status quo and merged options that the third-party criminal record check revenue stream could also be lost or diminished by policy changes at the federal level.

Capital costs are a major variable in the overall cost model and constitute a “known unknown” to the modelling.

- The first step in an OPP costing is an infrastructure assessment which would determine their approach.
- By contrast, scenario three would have the additional cost of a new headquarters facility in Cobourg that published reports estimate at a \$34M cost as well as a new Port Hope headquarters.
- A formal costing process is required to get to a firm comparison of the costs and service levels

A thorough evaluation of the transition costs

- If an option to change the way policing in a municipality is made, that change will come with associated transition costs.
- While the OPP model is structured and consistent across Ontario, the capital and workforce related transition costs can add short-term pressures to municipal budgets.
- The choice to merge the two municipal services is less costly to transition. However, there is less structure to guide merging two municipal services. Staff and council time will be required to develop funding and governance models that are fair and acceptable to both municipalities.

Summary of Cost Estimates with Estimated Transition Costs

	Expanded OPP	CPS-PHPS Amalgamation	Status Quo
Est. One-Time Costs	\$8.8M	\$1.5M	\$0M
Est. 10-Year Cost	\$217.0M	\$253.5M	\$276.5M
Total Costs	\$225.8M	\$255.0M	\$276.5M
Transition Notes	<ul style="list-style-type: none"> Option requires significant change as the CPS and PHPS would need to be adapted into the OPP and new governance structures would need to be established. This option takes time but is guided by OPP regulations and the OPP has recent experience of implementing similar transitions 	<ul style="list-style-type: none"> Option carries a significant amount of change as new governance structures would need to be created. Does not require changes to relationship with OPP. Change would take the most time as there is less procedure to support transition to this option. 	<ul style="list-style-type: none"> No change to current operations. Each municipality would need to individually navigate any changes to the Community Safety and Policing Act.

Summary of Cost Factor Estimates

The Status Quo option carries the highest risks for cost control and cost predictability in the long-term. In contrast, the Expanded OPP option presents the most opportunities for cost saving, cost predictability, and reduction of revenue risk. A middle ground on cost savings could occur in the CPS-PHPS merger option.



OPP in all municipalities

- Forecast to provide efficiencies relative to the status quo through the economies of scale offered by the OPP deployment model.
- Given the OPP contract terms, OPP option provides greater cost certainty due to approach to risks transfer: LTD, WSIB, Cyber risk and liability issues.
- May provide opportunity to avoid full capital cost impacts of new headquarters facilities forecast under status quo
- Transition costs include potential pension top-up and restructuring costs.



Amalgamate Municipal Police Services; Maintain OPP

- Forecast to provide some efficiencies relative to the status quo.
- However, the municipalities would continue to have similar challenges to the status quo option in controlling and predicting costs.
- Greatest implementation uncertainty.



Status Quo

- Does not provide any new cost saving benefits or efficiencies.
- Relies on the current efficiency initiatives between CPS and PHPS (i.e. training)
- Maintains criminal record check revenues, and associated risks.
- Requires the municipalities to direct investments in capital and management costs needed to provide effective policing.
- Least implementation uncertainty.

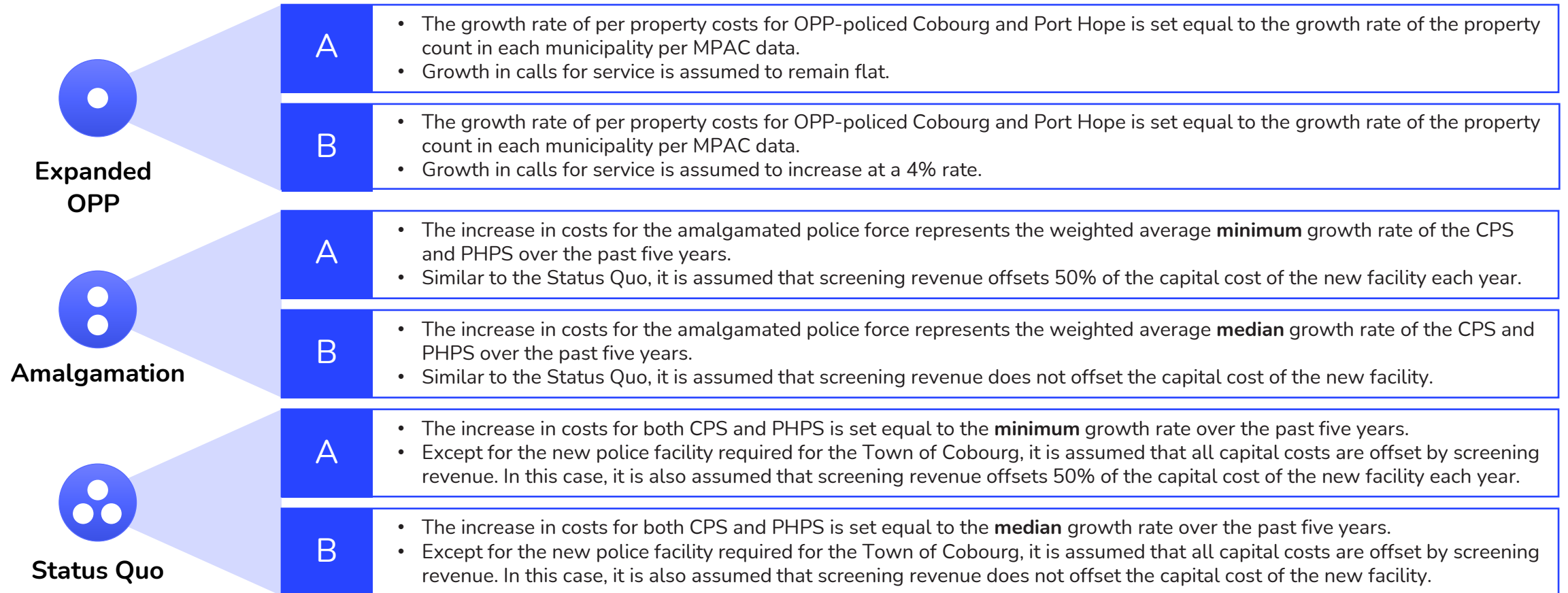
Summary of Key Factors*

		Scenario 1 Expanded OPP	Scenario 2 Merge Cobourg and TPH; Remainder OPP	Scenario 3 Keep Status Quo
Service Levels	Local Feel of Service	Least Local Feel	Similar to Status Quo	Most Local Feel
	Resources and Capacity	Most Resources and Capacity	Similar to Status Quo	Least resources and capacity
Governance	Oversight of Service	Adequate	Adequate	Adequate
Resources	Cost - Operating	Lowest Cost	Mid-Range Cost	Highest Cost
	Cost - Capital	Lowest Cost	Mid-Range Cost	Highest Cost
	Cost Predictability	Most Predictable	Similar to Status Quo	Least Predictable
	Revenue Risk	No Revenue / No Risk	High Risk	High Risk
Transition Process	Transition Readiness	Manageable Transition Risk	Highest Transition Risk	No Delay / Controversy No Transition Risk

Appendices

Sensitivity Analysis

Each option has a range of potential cost drivers which can affect the outcome. To capture the range of potential outcomes, analysis was conducted for each of the three scenarios, resulting in two cases for each: An optimistic scenario (Case A) with lower costs and a pessimistic scenario (Case B) with higher costs.



Financial Model Assumptions – Scenario 1

1. Growth rate for the costs to OPP-policed municipalities is equal to the growth rate of the property count in each municipality (MPAC data). Historically, the growth rate in property counts has been higher than the growth rate in actual costs for each municipality.
2. The growth rate for OPP-policed Cobourg and Port Hope is also set equal to the growth rate of the property count in each municipality (MPAC data). The low growth scenario assumes flat calls for service growth and the high growth scenario assumes a 4% growth rate in calls for service.
3. Assumes per property costs (including the cost of the Base Service, Prisoner Transportation, and Accommodation/Cleaning Services) are the same as other contracts in Northumberland County.
4. Assumes the per property cost of overtime is the average of other contracts in Northumberland County.
5. Calls for service data for CPS and PHPS is taken from their annual reports. The breakdown of these calls for service (per the OPP billing model) is assumed to be the same as the province-wide average.
6. In comparable contracts the OPP has provided a start-up cost in their costing package which includes items such as uniforms and equipment, vehicles, radio systems, and improvements to detachment buildings. The startup costs for Scenario 1 were estimated based on the actual startup costs for recent contracts between the OPP and Dryden (2018), Shelburne, (2020) and Stirling-Rawdon (2017). These costs were adjusted for cumulative inflation and scaled to reflect costs per dwelling. The resulting average per property startup cost was then applied to Cobourg and Port Hope Ward 1 in Year 1 of the model.
7. A factor was applied to the first three-years of the county-wide OPP model to account for a three-year transition phase, similar to the three-year transition phase costing included in the Dryden and Shelburne contracts.
8. Severance costs were calculated assuming some positions would transition because of the change.

Assumptions Regarding Facility Assessment by the OPP

Through the analysis, it was possible to obtain high-level information on key factors the OPP would use to assess facilities should a costing be requested. Generally, the process occurs collaboratively between the municipality and the OPP.

- Generally, when a costing request occurs, part of the process involves a facilities assessment by the OPP and different options for facilities are considered.
- Some factors that can inform the considered options include:
 - Overall size of the service needed (analyzed through FTEs)
 - Ability to incorporate FTEs within the existing facilities
 - Interior compliance with the OPP's standards and requirements
 - Possibility for expansion, if needed
 - Agencies around an existing building and potential impact
- If a building is unacceptable to the OPP, they are expected to provide the specific reasons why
- If a new build is required, the OPP works collaboratively with the municipality to determine the most suitable way for this to occur based on the situation
 - One option involves the province providing the construction design and the municipality takes on the accommodation cost
 - Another option involves the municipality's own proposal which is built by the municipality and then leased to the OPP – leases often begin at 10 years with renewals every 5 years

Financial Model Assumptions – Scenario 2

1. Growth rate for the costs to OPP-policed municipalities is equal to the growth rate of the property count in each municipality (MPAC data). Historically, the growth rate in property counts has been higher than the growth rate in actual costs for each municipality.
2. For the high growth scenario, the increase in costs for the amalgamated police force represents the weighted average median growth rate of the CPS and PHPS over the past five years.
3. For the low growth scenario, the increase in costs for the amalgamated police force represents the weighted average minimum growth rate of the CPS and PHPS over the past five years.
4. Year 0 represents current costs (i.e., 2024 costs)
5. The model assumes that \$34.4M is required to build a new police facility in Cobourg as recommended by the "Cobourg Police Service – Needs Assessment & Accommodation Options" report. It is assumed that the additional \$5 to \$8M required to build an indoor firing range is not incurred. The model assumes the facility is paid for over a 15-year debenture with a 4.5% interest rate (representative of the current risk-free rate).
6. It is assumed that all capital expenses outside of the new facility are offset by screening revenue for both Cobourg and Port Hope. Screening revenue / the size of reserves is otherwise unaccounted for by the model.
7. Transition costs associated with HR transition costs.
 - HR Transition costs include Severance - estimated based on average 1-years' salary and 35% benefits annually.
 - Rebranding - estimated based on the cost of police uniforms per officer, decals and painting for vehicles
 - Body-worn Cameras - estimated at \$3,000 per officer based on RCMP figures.
8. It is assumed based on 2024 budget data from PHPS that some back-office support, IT Software Licenses, and Police Services Board costs could be reduced/eliminated through a merger.

Financial Model Assumptions – Scenario 3

1. Growth rate for the costs to OPP-policed municipalities is equal to the growth rate of the property count in each municipality (MPAC data). Historically, the growth rate in property counts has been higher than the growth rate in actual costs for each municipality.
2. For the high growth scenario, the increase in costs for both Cobourg and Port Hope Ward 1 is equal to the median growth rate over the past five years. Median is used to reduce impact of outliers.
3. For the low growth scenario, the increase in costs for both Cobourg and Port Hope Ward 1 is equal to the minimum growth rate over the past five years.
4. Year 0 represents current costs (i.e., 2024 costs)
5. The model assumes that \$34.4M is required to build a new police facility in Cobourg as recommended by the "Cobourg Police Service – Needs Assessment & Accommodation Options" report. This model has not included the \$5 to \$8M that has been forecast to build an indoor firing range. If it were, it would be an additional cost. The model assumes the facility is paid for over a 15-year debenture with a 4.5% interest rate (representative of the current risk-free rate).
6. It is assumed that all capital expenses outside of the new facility are offset by screening revenue for both Cobourg and Port Hope. Screening revenue / the size of reserves is otherwise unaccounted for by the model.
7. The model does not assume the loss of revenue from screening, although that has been identified as a risk for consideration.

Models Not Presented

- In the three models presented, we believe we have presented the most extreme or “goalpost” scenarios, ranging from the status quo to the greatest savings opportunity. It therefore delivers on the goal of the report, which was to support a “go/no-go” decision on a police costing.
- We recognize that there are other service delivery models that could have been considered.
- **Contract with a Neighbouring Service:** Under the CSPA, a municipality may contract for service from a nearby police services, such as Durham Police Service, Peterborough Police Service or Belleville Police Service. It would be premature to forecast with confidence whether such a model could be attractive. Much would depend on factors that cannot be known outside the full model that would only be developed in a formal costing.
- Based on our preliminary analysis, however, we anticipate that these options would fall within the range of savings defined by scenarios 1 and 3. Thus, while they would provide other options for service delivery, they are not strictly necessary for a “go/no-go” decision having regard to cost.
- **One integrated OPP Contract:** We also investigated the creation of one integrated OPP detachment for the whole of Northumberland County. This is not the approach typically taken by the OPP. Our understanding is that if there were one OPP contract held by the County, it would not change the overall cost of the OPP contract. It would change the allocation of how it was paid for. Instead of each municipality paying for its own, it would be paid for by the County, and the costs would then be allocated by the normal “weighted assessment” methodology set out in the Municipal Act.

A Note on County-Wide policing

- **One integrated OPP Contract:** We investigated the creation of one integrated OPP detachment for the whole of Northumberland County. While such an option is permitted by legislation, (and exists in the District of Muskoka and Oxford County) through our discussions with the OPP, we learned that it is not the typical approach that they favour.
- Our understanding is that if there were one OPP contract held by the County, it would not change the overall cost of the OPP contract. It would change the allocation of how it was paid for.
- Instead of each municipality paying for its own, it would be paid for by the County, and the costs would then be allocated by the normal “weighted assessment” methodology set out in the Municipal Act.
- If there was interest in bringing OPP policing costs to the county level the County would require Ministerial approval, and a triple majority approval in Northumberland County.
- **A Northumberland-wide Police Service** was not evaluated due to the lack of interest from local municipalities in the interview process.

10-Year Cumulative Cost Estimates

The table below presents a long-term analysis of the 10-year cumulative cost estimates for the three scenarios. Each scenario reflects figures in-between the optimistic (Case A) and pessimistic (Case B) projections.

	Estimated Cumulative 10-Year Cost (Includes Capital)			Estimated Cumulative 10-Year Cost (Excludes Capital)		
	OPP	Amalgamation of CPS and PHPS	Status Quo	OPP	Amalgamation of CPS and PHPS	Status Quo
Alnwick/Haldimand	\$11.1M	\$11.1M	\$11.1M	\$11.1M	\$11.1M	\$11.1M
Brighton	\$20.9M	\$20.9M	\$20.9M	\$20.9M	\$20.9M	\$20.9M
Cramahe	\$10.4M	\$10.4M	\$10.4M	\$10.4M	\$10.4M	\$10.4M
Hamilton	\$14.3M	\$14.3M	\$14.3M	\$14.3M	\$14.3M	\$14.3M
Port Hope Ward 2	\$6.1M	\$6.1M	\$6.1M	\$6.1M	\$6.1M	\$6.1M
Trent Hills	\$26.3M	\$26.3M	\$26.3M	\$26.3M	\$26.3M	\$26.3M
Subtotal of OPP	\$89.0M	\$89.0M	\$89.0M	\$89.0M	\$89.0M	\$89.0M
Cobourg	\$81.6M	-	\$116.8M	\$81.6M	-	\$92.8M
Port Hope Ward 1	\$46.4M	-	\$70.7M	\$46.4M	-	\$70.7M
Amalgamated Service	-	\$164.8M*	-	-	\$140.8M*	-
Subtotal of local Services	\$128.0M	\$164.8M	\$187.5M	\$128.0M	\$140.8M	\$163.4M
Total for all County Services	\$217.0M	\$253.8M	\$276.5M	\$217.0M	\$229.8M	\$252.4M

Special Consideration – Cost per Property

A Cost per Property analysis was also considered to demonstrate value-for-money and assess organizational efficiency. Factors that could impact the metric include population density or intensity of other indicators that correlate to high crime or social disorder.

Cost per Property	2019	2020	2021	2022	2023	2024
Municipal Police Service - Cobourg	\$657	\$729	\$754	\$760	\$793	\$820
Municipal Police Service - Port Hope	\$835	\$851	\$847	\$871	\$903	\$961
Northumberland - Alnwick/Halldimand	\$295	\$291	\$292	\$290	\$286	\$285
Northumberland - Brighton	\$334	\$334	\$335	\$329	\$320	\$319
Northumberland - Cramahe	\$328	\$348	\$329	\$317	\$315	\$315
Northumberland - Hamilton	\$289	\$283	\$282	\$278	\$268	\$268
Northumberland - Port Hope	\$334	\$335	\$336	\$341	\$334	\$342
Northumberland - Trent Hills	\$328	\$322	\$330	\$321	\$311	\$316
OPP AVERAGE	\$362	\$356	\$358	\$357	\$346	\$348

Generally, the Municipal Police Services are expected to have a higher cost per property due to the urban nature of their policing and specific needs that would vary from the rural OPP detachments

Special Consideration – Police Record Checks and Grant Applications

During the analysis, it was determined that both Cobourg and Port Hope are able to offset expenses through funds obtained from police record checks and grant applications.

Criminal Record Checks

- Our understanding is that funds obtained from criminal record checks go to a reserve fund that can later be used to offset expenses.
- Port Hope recently deployed that reserve to pay the costs associated with cyber security needs.
- As of writing, the size of Cobourg's reserve fund is unknown.
- There are risks attached to a dependence on third-party criminal records check revenue. For example, earlier this year, the RCMP terminated the ability of the Corps of Commissionaires to provide criminal records checks. The RCMP has the ability to unilaterally restrict or eliminate a police organization's ability to provide a service to third-party criminal records check providers. The future policy of the RCMP is unknown at this time.

Government Grants

- Currently, the Cobourg Police Service and the Port Hope Police Service are eligible to apply for grants from both the Provincial and Federal governments to offset specific expenses.
- However, grant funding can be seen as unpredictable given that grants may change in priority or may not be renewed altogether.
- Grants are often subject to political considerations and their nature may change if the priorities of the Government change.
- In contrast, the OPP is generally ineligible to apply for grants and therefore, cannot apply for funds to offset their expenses. Though restricting, it does allow for greater predictability in resource costing.

Both sources are critical to the delivery model of both the Status Quo and the Amalgamation scenarios. These offsets would not be factor in the Expanded OPP scenario as the OPP will not engage in either practice.

Governance Analysis

Differences in Oversight Models should not be a Deciding Factor

By law, civilian oversight of police activity is mandated but it is limited by both formal and practical matters.
As a matter of law, civilian oversight may not interfere in operational matters.

- The local Police Services Board is mandated to develop its own strategic plan.
- Although local and OPP police Service Boards each operate differently, both structures can deliver the necessary oversight for Northumberland municipalities.
- Some say that local boards have greater capacity to influence service to meet local needs, than their counterparts in OPP municipalities. In practice, the limited resources of PSBs means that many rely on their Chief and Senior Leadership team to both create strategic plans and budgets.
- By its provincial nature and overall command structure, the OPP is inherently more independent from local government than a local police service, although OPP Detachment Commanders will proudly assert that it is their inclination as professionals to be deeply attentive to the needs of the communities they serve.
- Through reports of the Auditor General, there is evidence that provincial shortages of staff complement, may have resulted understaffing of local contracts. https://www.auditor.on.ca/en/content/annualreports/arreports/en21/AR_OPP_en21.pdf
- There is also evidence, however, that measures have been taken to resolve these issues, and improve transparency and address these issues. https://auditor.on.ca/en/content/annualreports/arreports/en23/1-14FU_OPP_en23.pdf
- For those concerned about value for money in contract policing, oversight by the Auditor General of Ontario, backed up by the collective advocacy of Ontario municipalities that contract for OPP service, is a powerful feature of OPP service that arguable provides as much, albeit different, oversight of police service.

Comparing OPP and Local PSB Governance

After reviewing the CSPA, it was concluded that Statutory Frameworks surrounding Municipal Boards and OPP Detachment Boards both have the capacity to deliver adequate and effective policing. Therefore, the Board composition and operations should not be a factor for the County when assessing the three scenario options.

Key Governance Criteria	OPP	Municipal Police Service
Primary Civilian Oversight	✓ OPP Detachment Boards	✓ Police Service Board
Policy Development and Strategic Direction	✓ OPP Detachment Board + Command Structure	✓ Police Service Board + Chief of Police
Police Leadership and Operational Command	✓ OPP Command Structure and Detachment Commander	✓ Chief of Police
Compliance with Community Safety and Policing Act	✓ Inspector General of Policing	✓ Inspector General of Policing
Value for Money/Contractual Adherence	✓ Auditor General ✓ Collective municipal advocacy	✓ Police Services Board ✓ Council

Although the structure of accountability is different for OPP and local police services, both structures are designed to deliver the necessary oversight to meet the needs of Northumberland municipalities.

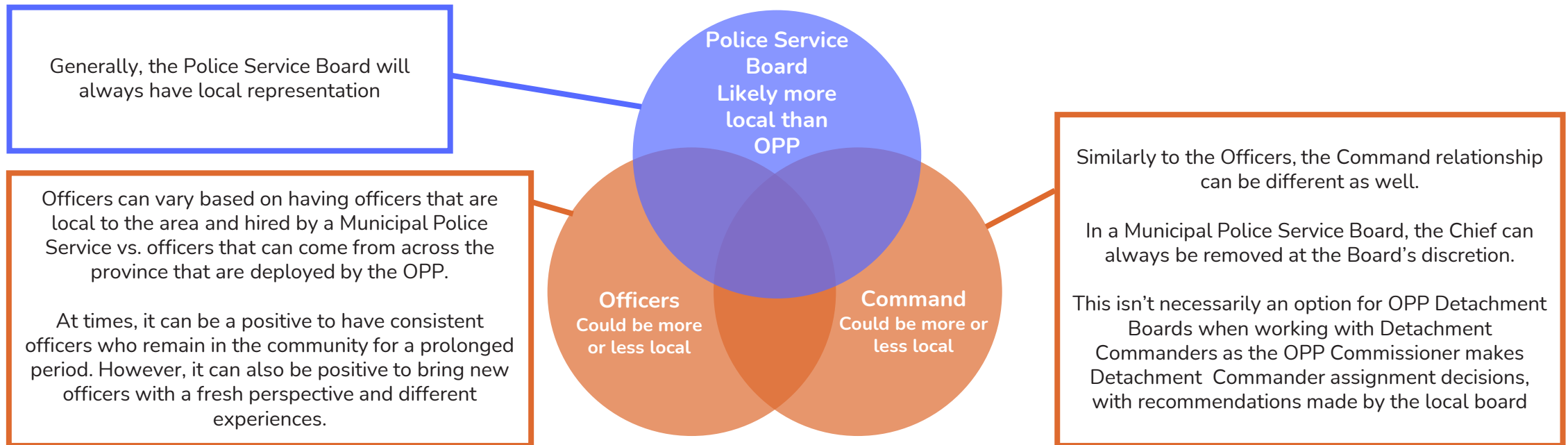
Comparing OPP and Local PSB Governance

Comparison of Governance Attributes: Local and OPP Detachments

Aspect of oversight	Local Service	OPP
Civilian governance body	police services board (s.31; s.37 CSPA)	OPP detachment board (s.67 CSPA)
Primary civilian guarantor of “adequate and effective policing”	Police services board (s. 37(1) CSPA)	The Minister (s. 60 CSPA)
Creating a Strategic Plan	Police services board (s.39 CSPA)	The Minister (s.61 CSPA) provincial Strategic Plan Detachment commander Local Action Plan (s.70 CSPA)
Setting objectives and priorities for delivery of services in the municipality	Police services board (s.37; s.39 CSPA)	Must not be inconsistent with OPP Strategic Plan (s.68 CSPA)
Setting policy for the management of the police force	Police services board (s. 38 CSPA)	May establish local policies in consultation with detachment commander (s .69 CSPA)
Selection of the detachment commander or chief of police	“Recruit and appoint” (s.37d CSPA)	Consult with Commissioner (s. 68 CSPA)
Chief of police/Detachment commander performance	“Evaluate” police services board (s.37f CSPA)	“Monitor” (s.68 (1)(d) CSPA)
Maintaining qualitative and quantitative performance objectives	Police services board (s.39(1)3 CSPA)	Minister (s.61(1)3 CSPA)
Give direction to the Chief of Police, other than on “specific operations”	Police services board (s.40(1-4) CSPA)	
Prepare an operating and capital budget	Police services board (s.50(2) CSPA)	OPP Detachment Board (s.71 CSPA)
Oversee the Police Services Board Budget	Municipal Council (s.50(4) CSPA)	Municipal Council may refer to arbitration (s. 71 CSPA)

Does one model give more “local feel” in police service

A municipality generally has more control over a local Police Service Board vs. an OPP Detachment Board. However, there are pros and cons to having a service that is “too local” in nature. History demonstrates that the OPP will look to adopt local members where possible, meaning there is considerable continuity even in the event of change.



Generally, both arrangements have strong oversight. Municipal Boards are accountable to the Municipality while the OPP is accountable to Ontario’s Solicitor General. Both have been proven to be effective.

Special Consideration – Policing in Alderville First Nation

Alderville receives policing support from the Northumberland OPP detachment and is not funded by OPP Municipal Contracts. The detachment receives two additional officers in their allocation to support this responsibility.

The Federal-Provincial First Nation Policing Program provides Ontario First Nations funding for policing.

There are three levels of First Nation Policing in Ontario:

1. 9 First Nation self-administered Police Services
2. 18 First Nations receive dedicated officers under the Ontario First Nations Policing Agreement and are generally administered by the OPP
3. Remaining First Nations receive policing from OPP Detachments

Alderville FN is supported via the Northumberland OPP Detachment. Northumberland County may wish to explore advocating for Alderville to join the Ontario First Nations Policing Agreement where OPP directly appoints officers to a First Nation, but First Nations have greater control over the policing in their jurisdiction.

Special Consideration – Contract Policing

Another option is contracting with a neighbouring or nearby municipality for contract police services. This option was reviewed but rejected for the following reasons:

Fit of Contracting Service

To be workable, a contract provider would have to have the right fit. Key factors include:

- Size and capacity: If the contracting service is too big or too small
- Distance: If the contracting service is too far away
- Stability: If the contracting service is experiencing growth or political pressures that could impact service delivery
- Political will: this applies both to the potential partner and the host Northumberland municipalities.

Through the interview process, we were not encouraged to pursue this option.

Significant Uncertainty in Costs

A contract to police another community is based on a quote and a time limited contract with the other police service. At the end of the contract, the cost and service arrangement can change based on the negotiation with the contracted service.

The unpredictability of a given contracting service is further pronounced when making assumptions surrounding costing and resources. Without a direct line of interest for contract policing, any estimates surrounding costing or cost savings would not be credible for comparison with the other options.

If Northumberland Municipalities decided to undertake a costing, they may wish to receive expressions of interest from potential neighbouring services. However, it is anticipated that the resulting bids would fall between (or near to) the cost projections of the three options considered in this report.

Service Levels Analysis and Key Findings

Service Levels – Summary of Findings

To assess Service Levels, two main data sources were considered that included 1) community safety and crime reporting metrics and 2) community satisfaction and local community connection data.

1) Community Safety and Crime Reporting Metrics

- Key metrics analyzed included:
 - Weighted Criminal Clearance Rates
 - Violent Weight Criminal Clearance Rates
 - Crime Severity Indices
- Based on the analysis, all three existing police services performed near the Ontario average and met the definition for providing effective and adequate policing.
- However, due to structure and resources, the OPP have a greater ability to scale and adjust to changes in community policing needs.

2) Community Satisfaction and Local Connection Data

- Key sources analyzed included:
 - Most recent annual reports for CPS and PHPS
 - Most recent publications from the OPP at a local level and at the provincial level
- Analysis was limited to the data available in publicly reported data from all three police services
- Based on the OPP Provincial Community Satisfaction Survey, 97.5% of respondents said they felt “very safe” or “safe” in their community.
- Both the CPS and PHPS had stronger data points related to community participation and local involvement. This suggests a stronger “local feel” relative to the OPP detachments.

Overall, the OPP has the advantage in terms of scalable capacity to address changes in community policing needs but by definition, as a provincial service, would tend to have less “local feel” than a local service.

Weighted Criminal Clearance Rates

Weighted Criminal Clearance Rates provide a quantitative measure indicative of the effectiveness of investigative services.

Weighted Criminal Clearance Rate – Summary

Weighted Criminal Clearance Rate as an Indicator

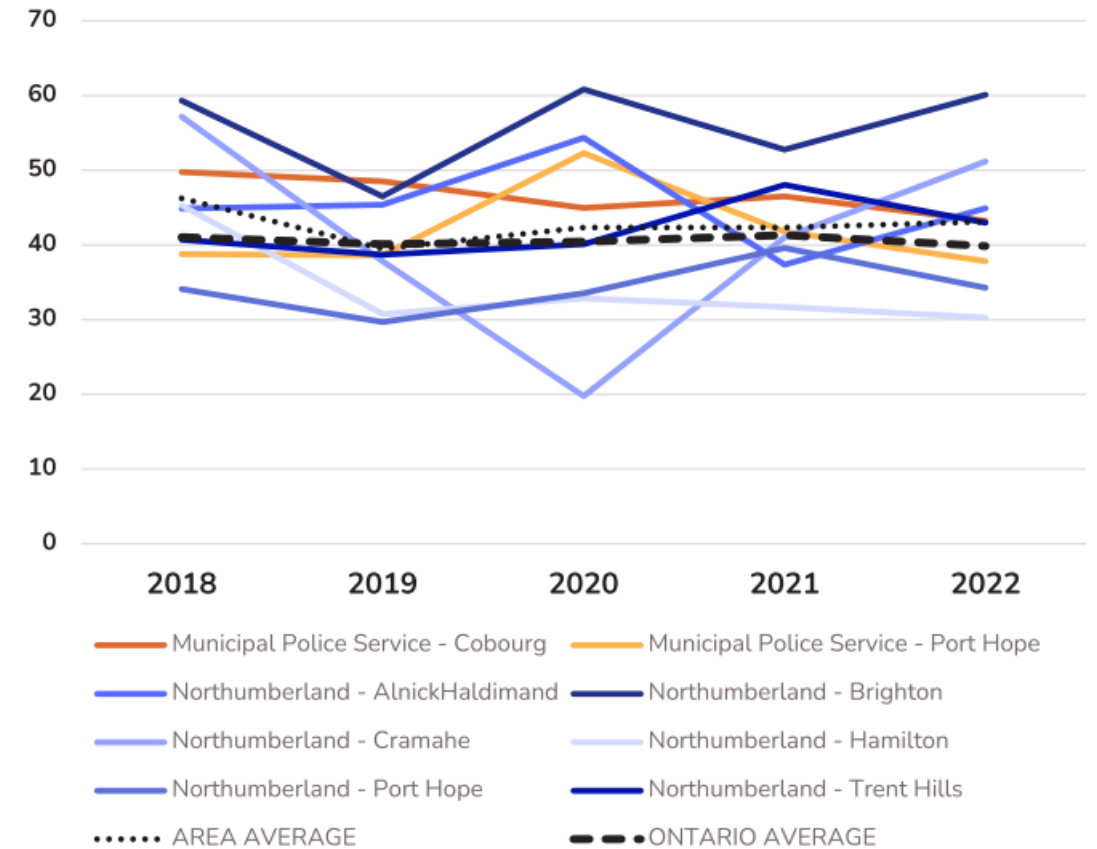
- Police service clearance rates can serve as a measure of the effectiveness of investigations in that they represent a percentage of crimes solved vs. crimes committed.
- Added weighting criteria are reflective of the severity and complexity of crimes solved as more severe or violent crimes received a higher weighted value.
- Weighted ratings may exceed 100 in some cases where the percentage of crimes solved and severity or complexity are both high.

What it means for Northumberland County

- The County has a weighted criminal clearance rate that aligns with the provincial average or, in some cases, performed better than the average.
- The rate has stayed at a consistent and stable trend for the past 5 years.
- There is some variation of clearance rates between each of the local communities. A number of factors can impact weighted clearance rates.

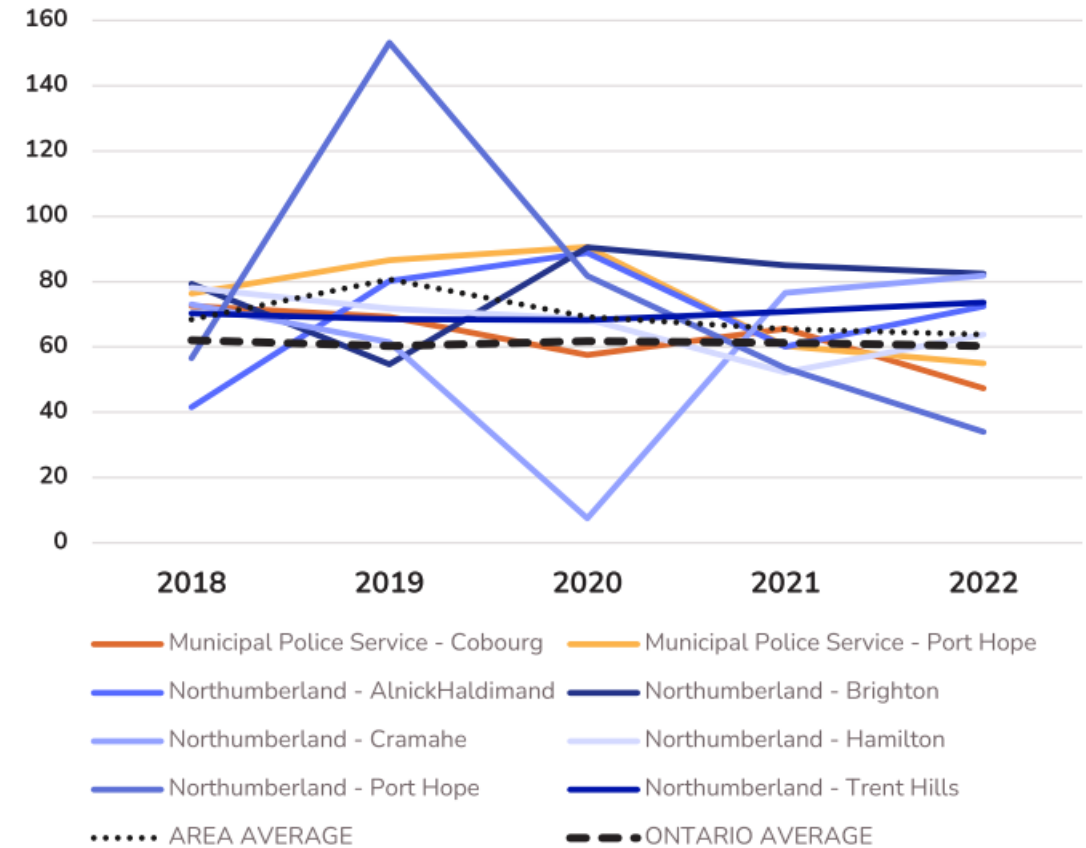
Weighted Criminal Clearance Rate

Weighted Clearance Rate	2018	2019	2020	2021	2022
Municipal Police Service - Cobourg	49.77	48.51	44.97	46.48	43.26
Municipal Police Service - Port Hope	38.77	38.62	52.3	41.78	37.85
Northumberland - Alnick/Haldimand	44.87	45.4	54.35	37.35	44.93
Northumberland - Brighton	59.34	46.51	60.82	52.78	60.1
Northumberland - Cramahe	57.18	37.84	19.75	40.99	51.19
Northumberland - Hamilton	45.3	30.76	32.87	31.68	30.29
Northumberland - Port Hope	34.09	29.66	33.54	39.58	34.26
Northumberland - Trent Hills	40.72	38.68	40.1	48.06	42.97
AREA AVERAGE	46.26	39.50	42.34	42.34	43.11
ONTARIO AVERAGE	41.03	40.12	40.47	41.31	39.85



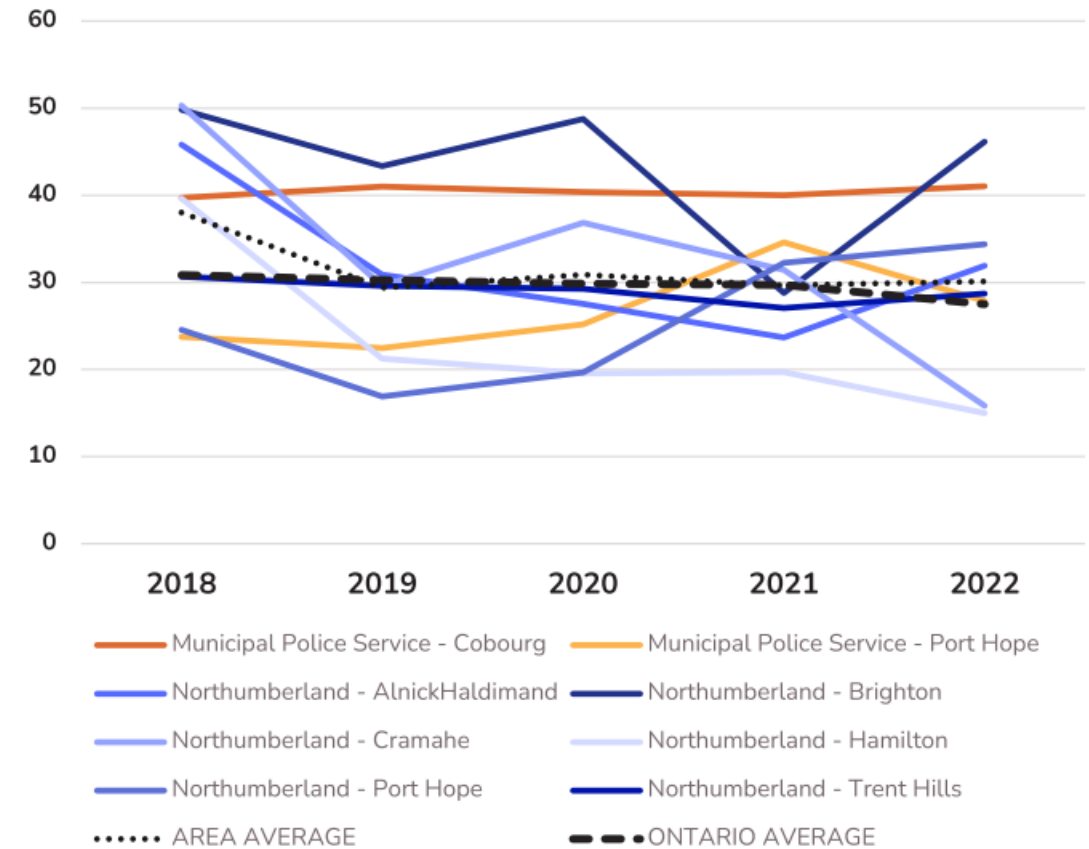
Violent Weighted Criminal Clearance Rate

Violent Weighted Clearance Rate	2018	2019	2020	2021	2022
Municipal Police Service - Cobourg	72.58	69.21	57.51	65.55	47.38
Municipal Police Service - Port Hope	76.35	86.62	90.58	60.27	54.97
Northumberland - Alnick/Haldimand	41.57	80.16	88.84	60.06	72.47
Northumberland - Brighton	79.32	54.66	90.54	84.99	82.46
Northumberland - Cramahe	72.99	61.48	7.51	76.53	81.89
Northumberland - Hamilton	78.14	71.72	68.49	52.29	63.82
Northumberland - Port Hope	56.57	153.16	81.76	53.55	33.97
Northumberland - Trent Hills	70.27	68.48	68.23	70.76	73.61
AREA AVERAGE	68.47	80.69	69.18	65.50	63.82
ONTARIO AVERAGE	62.01	60.32	61.77	61.27	60.25



Non-Violent Weighted Criminal Clearance Rate

Non-Violent Weighted Clearance Rate	2018	2019	2020	2021	2022
Municipal Police Service - Cobourg	39.7	41	40.39	40.01	41.04
Municipal Police Service - Port Hope	23.75	22.45	25.19	34.58	27.85
Northumberland - Alnick/Haldimand	45.83	30.87	27.53	23.66	31.93
Northumberland - Brighton	49.83	43.36	48.77	28.78	46.14
Northumberland - Cramahe	50.29	29.6	36.83	31.44	15.83
Northumberland - Hamilton	39.63	21.23	19.56	19.71	14.99
Northumberland - Port Hope	24.54	16.91	19.68	32.23	34.39
Northumberland - Trent Hills	30.65	29.58	29.26	27.05	28.72
AREA AVERAGE	38.03	29.38	30.90	29.68	30.11
ONTARIO AVERAGE	30.84	30.27	29.87	29.69	27.49



Crime Severity Indices

Indicators of the overall safety of a community.

While they aren't necessarily a measure of police performance alone, they offer a symptomatic indicator of the health of the community and can reflect on the effectiveness of the police and social services.

Crime Severity Index Summary

Crime Severity Index as an indicator

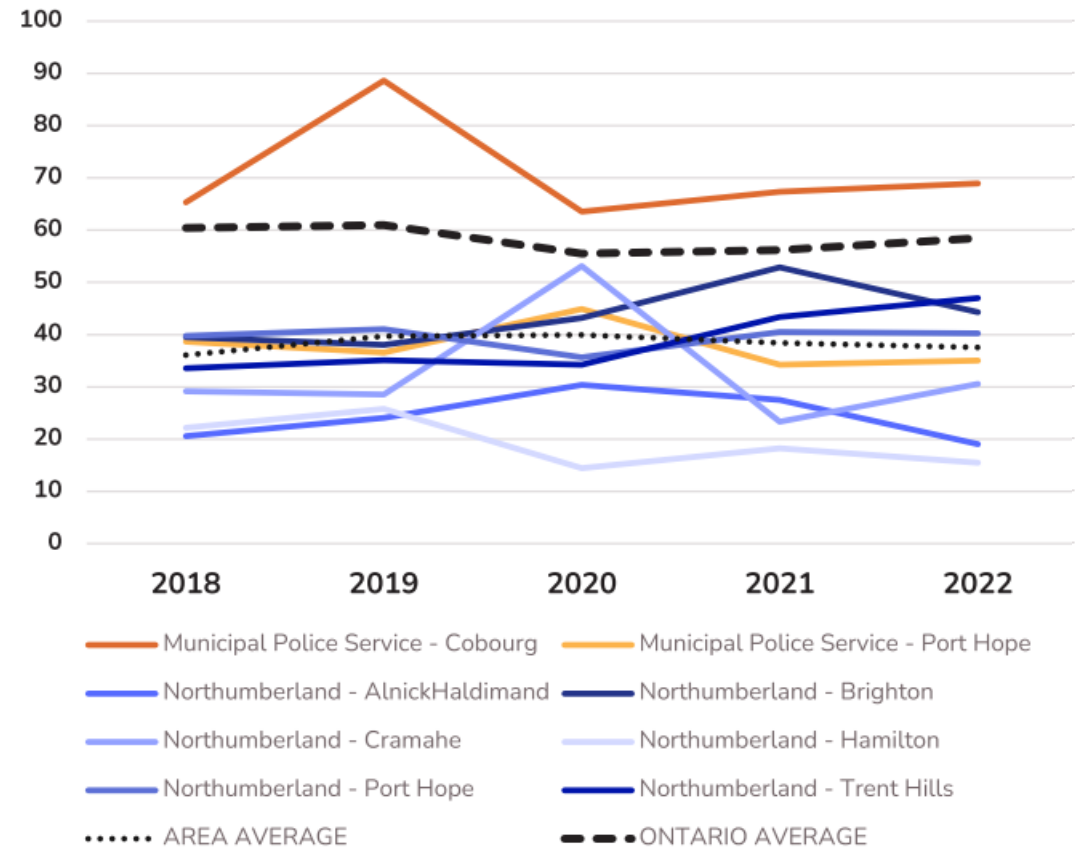
- Crime severity indices reflect both the amount of crime committed and the severity of that crime.
- More serious or violent crimes are weighted more heavily.
- The crime severity index is arrived at by multiplying the number of incidents of a particular criminal violation by the weight for that violation, summing them up and then dividing for the population.
- Crime severity indices for violent crime and non-violent crime are often used as a measure of community safety and in some cases, an indicator of the effectiveness of a police service.

What it means for Northumberland County

- Of the various communities in the County, Cobourg has the highest Crime Severity Index rates and consistently scores higher than the provincial average.
- However, when compared to similar-sized municipalities in Ontario, Cobourg's performance is significantly better. This reflects the different nature of crime in a hub city, relative to the rest of the County's surrounding areas.
- The surrounding communities enjoy very low crime severity indices which are well-below provincial average.
- The County has an overall lower crime severity index relative to the rest of the province. This speaks to a high level of community safety that has generally been stable for the past 5 years.

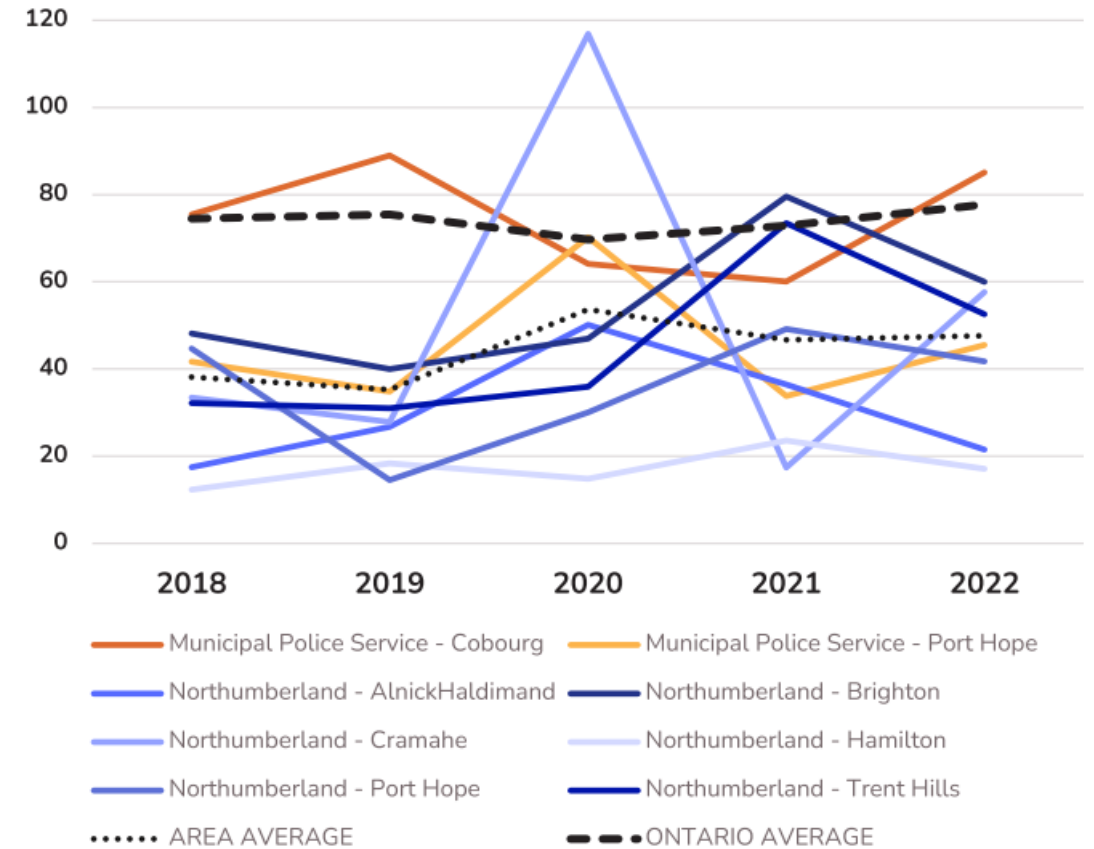
Crime Severity Index

Crime Severity Index	2018	2019	2020	2021	2022
Municipal Police Service - Cobourg	65.29	88.6	63.53	67.36	68.91
Municipal Police Service - Port Hope	38.66	36.6	44.89	34.24	35.02
Northumberland - Alnick/Haldimand	20.59	24.06	30.36	27.53	19.02
Northumberland - Brighton	39.54	38.04	43.18	52.9	44.31
Northumberland - Cramahe	29.16	28.52	53.15	23.31	30.55
Northumberland - Hamilton	22.15	25.79	14.44	18.26	15.47
Northumberland - Port Hope	39.75	41.07	35.68	40.48	40.25
Northumberland - Trent Hills	33.55	35.12	34.25	43.38	47.01
AREA AVERAGE	36.09	39.73	39.94	38.43	37.57
ONTARIO AVERAGE	60.40	60.99	55.54	56.17	58.47



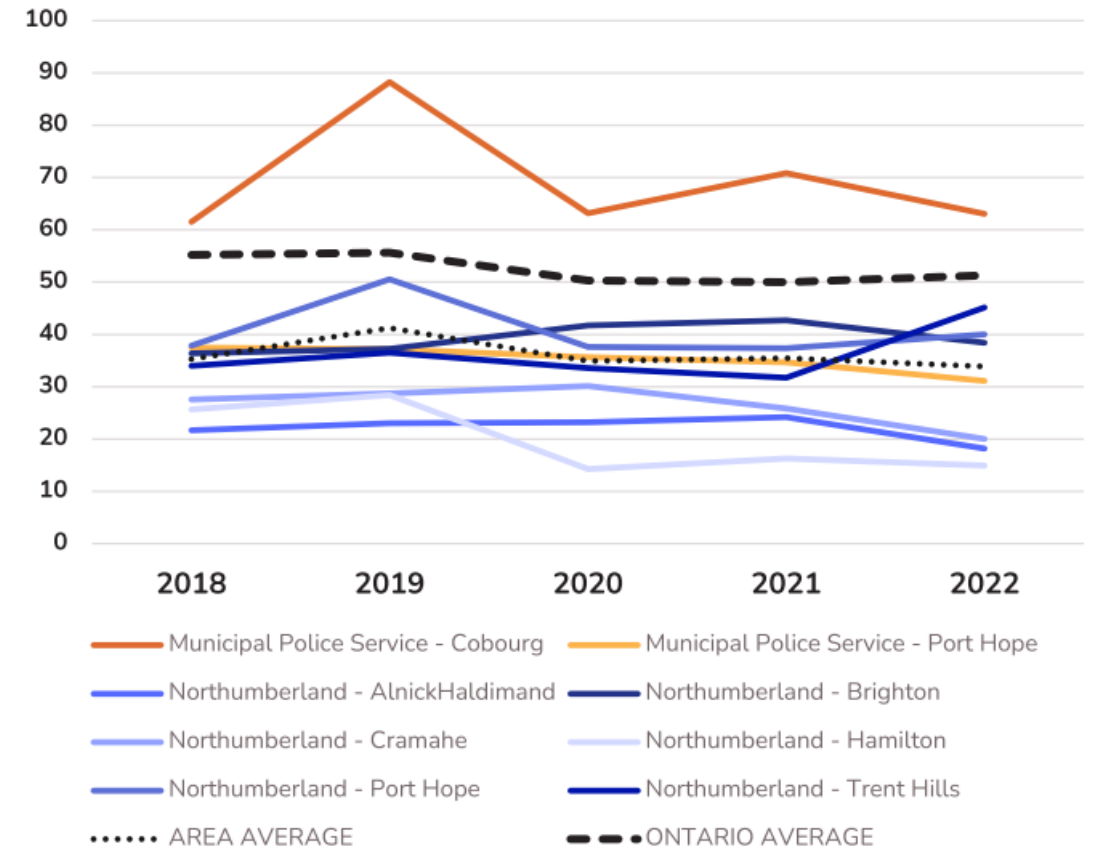
Violent Crime Severity Index

Violent Crime Severity Index	2018	2019	2020	2021	2022
Municipal Police Service - Cobourg	75.42	88.96	64.08	60.06	85.09
Municipal Police Service - Port Hope	41.66	34.82	70.22	33.81	45.51
Northumberland - Alnick/Haldimand	17.45	26.76	50.13	36.49	21.5
Northumberland - Brighton	48.13	40.02	46.99	79.58	60.01
Northumberland - Cramahe	33.42	27.84	116.82	17.39	57.61
Northumberland - Hamilton	12.31	18.37	14.82	23.62	17.08
Northumberland - Port Hope	44.73	14.51	30.06	49.15	41.78
Northumberland - Trent Hills	32.18	31	35.96	73.46	52.56
AREA AVERAGE	38.16	35.29	53.64	46.70	47.64
ONTARIO AVERAGE	74.51	75.41	69.67	72.85	77.71



Non-Violent Crime Severity Index

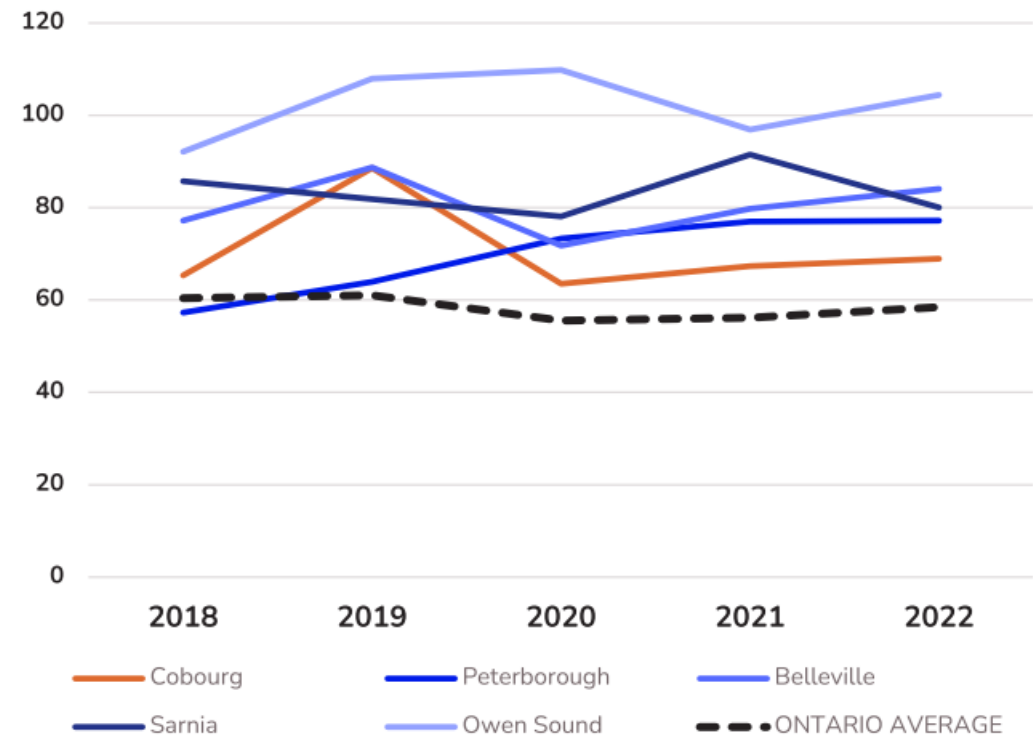
Non-Violent Crime Severity Index	2018	2019	2020	2021	2022
Municipal Police Service - Cobourg	61.49	88.26	63.19	70.85	63.03
Municipal Police Service - Port Hope	37.49	37.16	35.67	34.7	31.12
Northumberland - Alnick/Haldimand	21.67	23.03	23.18	24.18	18.19
Northumberland - Brighton	36.36	37.23	41.71	42.68	38.41
Northumberland - Cramahe	27.56	28.7	30.13	25.87	20
Northumberland - Hamilton	25.63	28.4	14.26	16.26	14.96
Northumberland - Port Hope	37.87	50.53	37.61	37.35	39.98
Northumberland - Trent Hills	33.97	36.51	33.55	31.73	45.18
AREA AVERAGE	35.26	41.23	34.91	35.45	33.86
ONTARIO AVERAGE	55.18	55.66	50.33	49.97	51.28



Hub Community Comparison

To provide greater context to the Crime Severity Index numbers for Cobourg, it is necessary to compare Cobourg to comparably sized hub communities. Based on this comparison, Cobourg's Crime Severity Index performs well.

Crime Severity Index	2018	2019	2020	2021	2022
Cobourg	65.29	88.6	63.53	67.36	68.91
Peterborough	57.24	63.94	73.32	76.97	77.18
Belleville	77.16	88.73	71.77	79.79	84.08
Sarnia	85.72	81.81	78.1	91.49	80.03
Owen Sound	92.13	107.91	109.81	96.89	104.41
ONTARIO AVERAGE	60.4	60.99	55.54	56.17	58.47



Engagement Process Summary

StrategyCorp conducted a series of interviews with multiple stakeholders involved at the municipal and policing levels. It is critical to note that no member of the Cobourg Police Service agreed to engage in the preparation of this report.

Stakeholders Interviewed Included:

- 7 local Mayors
 - Some Mayors invited local PSB Members
- Alderville First Nation
- Northumberland CAO
- 2 Chiefs of Police
- 1 Detachment Commander
- 1 OPP Municipal Policing Executive
- 2 OPP Personnel related to Facilities Management
- 2 Police Association Representatives

Key Themes that were emphasized throughout the engagement included:

- Recognition of the general broad satisfaction with policing services across the County
- Acknowledgement that mental health and addictions concerns are adding pressure, especially in urban areas
- Acknowledgement that policing costs are a concern and that many cost drivers are built into the service and non-negotiable
- Strong and increasing partnerships between police services – OPP, Cobourg, Port Hope, (also Durham and Peterborough)
- Pride and comfort in municipal police services
- Respect and transparency with OPP relationship



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Recorded Vote

Northumberland County

County Council
Recorded Vote

Resolution: 13 a (2) #2024-09-18-622

Date: 9/18/2024

Municipality	Councillor	Votes	YES	NO	Absent	Abstain
Town of Cobourg	Cleveland, L.	6	6			
Municipality of Trent Hills	Crate, R.	4	4			
Municipality of Port Hope	Hankivsky, O.	5	5			
Township of Hamilton	Jibb, J.	3	3			
Township of Alnwick/Haldimand	Logel, J.	2	2			
Township of Cramahe	Martin, M.	2	2			
Municipality of Brighton	Ostrander, B.	4	4			
Totals		26	26	0	0	0

Carried

Absent

0

Representing

26

Votes

Requested by Councillor Cleveland

Votes Needed

Carried= 14

Defeated= 13

Carried

Warden's Signature

Defeated

Warden's Signature