



SUPPORT SERVICES

2015 Annual Report

Lynne Buehler
Inspector

To be the best Police Service, providing the highest standard of professionalism in partnership with our community.

Support Services

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Divisional Commander Report

I am pleased to report on the 2015 activities of the Peterborough Police Support Services Division. It was a busy year marked by many changes in staffing, including the retirement and transfer of three key leaders from the Division: Inspector Rob Hawthorne retired in June. Staff Sergeant Neil Collins, who had carriage of Policing and Professional Standards and acted as second in command, accepted a position in Investigative Services in November. I thank Staff Sergeant Collins for providing interim coverage until November, when I was fortunate enough to be assigned to this Division. Sergeant Rob MacLean, Court Services, accepted a position in Investigative Services as well, leaving the Division at the end of the year. Such a quantum change in leadership will present challenges as the new leaders learn their role, in my case without the benefit of a mentoring or job shadow period.

The Support Services Division is a varied group whose role it is to support the front line, investigative aspect of policing. Work groups include:

- Human Resources
- Court Services
- Policing and Professional Standards
- Property and Evidence Stores
- Quartermaster Stores and Purchasing
- Quality Assurance and Audits
- Fleet and Facilities Management
- Records Management
- Data Entry and
- Information Technology and Systems Support

There are 30 civilians and 8 sworn members in Support Services. This includes two part-time members who work full time hours augmenting Court Services and a Constable augmenting Court Services due to a temporary transfer. It does not include a part time member in Records Management and a part time member in Data Entry. This represents 20% of the total Service staff complement. The ratio of sworn to civilian has been 2.7:1, however recent increases in sworn members have not been matched by civilian hires. The result is that the current ratio is 3.8:1. Civilian members are working at capacity and are without any back-up.

In addition to Inspector Hawthorne, Support Services bid farewell to 2 other valued members who retired in 2015. Neil Curry (Court Services) gave 28 years of service and Ray Hogan (Property and Evidence Stores) gave 33 years. Combined, the retirees had 93 years of experience. I wish them a long and healthy retirement and thank them for their many years of faithful service.

Support Services welcomed a new staff member in 2015. Trevor Harrison was hired as a part-time member of Court Services.

Each year, the Divisional Commanders set goals that are consistent with the Vision, Mission and Values of the Service and move us toward meeting the Business Plan action items. There were 8 Support Services Divisional Goals in 2015:

1. *Complete the rebranding program for the Peterborough Police Service.*
Completed in November, 2015.
2. *Complete the Blackberry roll-out to all front-line staff.*
Completed.
3. *Complete the voice reports and e-brief site readiness projects.*
The voice report project was completed but did not offer the efficiencies expected and was subsequently abandoned. This was a worthwhile project, as it served to identify strengths of our current Data Entry system and identify opportunities to further enhance that system. The e-brief site readiness project is complete but is awaiting the Crown Attorney's adoption of an e-brief system for implementation. This is anticipated to occur in 2016.
4. *Launch the on-line reports and Criminal Records check portion of the new website.*
Completed. The Criminal Records check portion will be further enhanced in 2016 by offering a mail-out, thereby eliminating the need for citizens to travel to the station to pick up the completed check.
5. *Work with the MAG representatives to have MAG install a security camera system at 70 Simcoe Street.*
The security system at 70 Simcoe Street is urgently in need of upgrading. This is MAG's responsibility. We were unsuccessful in meeting this goal despite our efforts.
6. *Complete transitioning all Service General Orders in order to meet compliance with the Accessibility for Ontarians with Disabilities Act.*
Completed.
7. *Improve the lighting and cleanliness conditions of the roof-top storage room used for officer notebook storage.*
Completed.
8. *Utilize student volunteers to complete the transition of storage of notebooks in cardboard banker boxes to properly labeled plastic bins.*
Three students on placement organized the offsite long-term storage, including notebook storage. We erected some used shelving being disposed of by the library for notebook storage. This shelving configuration eliminated the need for plastic bins, thereby saving that cost.

The 3 year business planning cycle for 2013-2015 concluded at the end of 2015. It was an aggressive plan with 64 identified action items. We completed 84.4% of those items, with an additional 7.8% still ongoing. The anticipated completion rate is 92.2%. The remaining 7.8% were incomplete due to insufficient funding, resources and space; or they are the responsibility of the Police Service Board.

The Police Services Board invited participation in the development of the 2016-2018 Business Plan. A Steering Committee was formed with representation from across the Service and from the community. The Committee first met in February of 2015, and worked in conjunction with the Consultants and Board Members to develop a survey, encourage participation in internal and

external focus groups and provide feedback through the development process. At the end of 2015, there was still much work to do.

A budget of \$4,797,842 was allocated for Support Services in 2015. Increased costs associated with providing staffing in Court Services resulted in the Division being over budget by .6% (See page 13 for more information regarding Court Services).

Inspector Hawthorne represented the Service on many committees and boards, both internal:

- Job Evaluation Committee
- Continuing Education Committee
- Lean Six Sigma Crown Brief Committee
- Voice to Text Committee
- Joint Health and Safety Committee

and external:

- Citizen's Advisory Committee for Correctional Service of Canada
- Local Human Services and Justice Coordinating Committee
- Local Courts Management Advisory Committee
- Board of Directors for St. John's Retirement Homes
- Board of Directors for Four Counties Addiction Services Team (FourCAST).

He also represented the Service as Special Investigations Unit Liaison Officer, Designated Officer for Communicable Disease and Senior Official for Bill C-24 (Lawful Justification) designations.

I came to the division with a few remaining committee and board obligations, largely connected to my previous role as Detective Staff Sergeant of Investigative Services. I finished my term on the Pediatric Death Review Committee for the Office of the Chief Coroner in December. I will continue to Chair the Ontario Association Chiefs of Police Collaborative Education Subcommittee. I am a member of the Business Plan Steering Committee. I hope to follow Inspector Hawthorne's fine example on the Job Evaluation Committee, Continuing Education Committee, Joint Health and Safety Committee, Local Human Service and Justice Coordinating Committee, and Local Courts Management Advisory Committee.

I am proud of the achievements of the Support Services Division in 2015. We continue to provide high quality service in an effective, economical and efficient manner to the communities of Peterborough, Lakefield and Cavan Monaghan. I look forward to becoming more familiar with the role of Support Services Inspector and to working collaboratively with the other Divisions, the Police Services Board and our communities in 2016.



Lynne Buehler
Inspector
Support Services Division

Human Resources

Employee Wellness

The wellbeing of our members is of utmost importance. The work of providing emergency service presents unique personal challenges that are not limited to operational staff. We continue to seek opportunities that help our members cope with the rigors of their work.

On July 1, 2015, our Service implemented a new Employee and Family Assistance Plan (EFAP) that provides staff and their immediate family members with the ability to contact any Registered Psychologist, Social Worker or Psychotherapist for confidential support and assistance, for a maximum 10 sessions per year. This program is funded by our employee benefit plan and the Service.

The EFAP Committee met throughout 2015 and issued quarterly newsletters as a resource for our members. The EFAP Committee attended quarterly Occupational Stress Injury Committee meetings with other Services across the Province in order to keep abreast of best practices and programs available.

In an effort to further build our partnership and foster an understanding of the police role and associated stressors, we invited the managers and psychologists with the Center for Addiction and Mental Health (CAMH) to meet with us and go on ride-alongs with patrol officers.

In January 2015 we implemented a Wellness Program for our members who are exposed to traumatic incidents on a more frequent basis. This includes fourteen members who work in Forensic Identification, E-Crime, Sexual Assault, Major Crime and Victim Services. The Program is an annual, mandatory, confidential meeting with a psychologist who assesses job impact on mental health. The mandatory aspect of this program removes stigma and ensures consistent check-ins. The annual scheduling of the meeting ensures we do not outstrip our member's ability to manage their assignment. The confidential aspect of the meeting ensures our members can frankly discuss their personal situation without fear of their employer learning their personal circumstance, other than at the most elemental level.

Five senior leaders completed a certificate course through Shepell and Queens University on "Leading a Mentally Healthy Workplace." This training focused on creating a healthy work environment and removing stigma.

We trained 4 members to deliver the Road to Mental Readiness (R2MR) program. R2MR is supported by the Ontario Association Chiefs of Police (OACP) and the Ontario Police College (OPC). It is slated to be delivered to all recruits at OPC and is being adopted as core training in many police services across the province. It has been in use by the Canadian military for a number of years. This program provides individuals with information and strategies to identify and cope with stress. The Chief, Deputy, and Inspectors received 8 hours of training in December, 2015. All members of the Service will receive 4 hours of training early in 2016.

The Service worked with the City of Peterborough Human Resources Division to promote wellness programs for employee's physical, social and emotional needs, which included wellness 'Lunch and Learns' that featured guest speakers and a variety of wellness challenges.

Absenteeism

There is little capacity within our organization for coworkers to provide coverage for absent members. Many positions must be filled for safety or to provide core public service. Call outs and overtime can occur to provide that coverage, resulting in increased costs.

It is exemplary that 62 of our members had perfect attendance in 2015. A further 9 members who joined our Service part way through the year had perfect attendance, for a total of 71 perfect attendance records; 37% of our members. This is up substantially from 2014, when 49 members achieved perfect attendance.

The Police Service's absenteeism rate was slightly higher this year than last year with an average of 5.63 days per person compared to 5.2 in 2014. This can be attributed to a number of non-employment related injuries and illnesses that kept individuals from working. Mrs. Howran, the Human Resources Manager, continues to work with the Divisional Inspectors to prepare accommodation and return-to-work plans for members with temporary and permanent disabilities in order to provide meaningful work for those unable to do their usual job, and to keep absenteeism and WSIB costs down.

Retirement Planning and Retirement

An OMERS Specialist attended our Service to provide a retirement seminar to interested members. The seminar was well attended and well received. Attendees were made aware of the online tools and the contact information for OMERS to assist them with retirement planning.

Six members retired from the Police Service in 2015; 4 Sworn Officers and 2 Civilian staff:

Ray Hogan (Support Services, Property and Evidence Stores), 33 years of service
Detective Jeff Morgan (Investigative Services, Major Crime), 33 years of service
Inspector Rob Hawthorne (Support Services), 32 years of service
Detective Patti Shaw (Investigative Services, Major Crime), 30 years of service
Constable Randy Johnston (Operations, Traffic), 30 years of service
Special Constable Neil Curry (Support Services, Courts), 28 years of service

Recruitment and Hiring

Upon commencement of our policing contract with Cavan Monaghan, 6 experienced officers were hired to ensure seamless service delivery for all our communities. In addition to providing an immediate complement of experienced officers, the new members brought a variety of advanced skills from their previous Services. They have integrated well.

Two probationary constables were hired in August to replace retiring members. In September, a Video Analyst was hired to fulfill a growing need for digital and video evidence recovery and retention as a vital component of investigations. Up until that time, a self-trained member of the Property and Evidence Stores staff was fulfilling that role, which was both outstripping his time and abilities. The Video Analyst had previously been employed by Peterborough Technology Services and was assigned to our Service for IT support which made for a rapid orientation back into our organization. With the retirement of a member of Court Services, an incumbent part-time Special Constable became full-time and a new part-time Special Constable was hired. There were also 23 internal recruitment processes within the Service in 2015.

Succession Planning

Succession planning is a pressing issue within our Service. The Chief, Deputy, all Inspectors and 5 of 6 Staff Sergeants have 30+ years of experience. Seven of 15 Sergeants have more than 25 years of service. There are relatively few senior constables, with 60 of 134 having less than 10 years of service (45%) and 29 of 134 having less than 5 years of service (22%). We must seek out opportunities and varied approaches, while adopting strategies that build greater leadership bench strength; not just for positions with rank, but for roles that require high level critical thinking and analytical skill (i.e. major crime, ERT, FIS, etc.). This will have cost implications, as we try to prepare future candidates through mentoring, job shadowing and training opportunities at a faster rate than usual.

Job Evaluation

The Job Evaluation Committee reviewed 5 civilian job descriptions submitted for review in 2015. The Pay Equity plans for 2012 – 2015 have been finalized and posted for 2015. The Pay Equity analysis identified one position that required a pay equity adjustment for 2012 – 2015.

Continuing Education

The Continuing Education Program provides financial assistance to employees who have a desire to pursue education for professional development within their current role or roles they aspire to within the Service. In 2015, there were 3 Master Degree candidates, 3 undergraduate degree program candidates, and 2 members who were enrolled in individual courses of study.

The budget for the Continuing Education Program will be reviewed in 2016. The need to develop our members in advance of transfers and promotions as described under ‘succession planning’ will have implications for training and professional development requirements.

Service Awards

The Police Exemplary Service Medal is bestowed by the Governor General and recognizes police officers who have served in an exemplary manner, characterized by good conduct, industry and efficiency. Recipients must have completed 20 years of full-time service with one or more recognized Canadian police services. A ‘Bar’ is awarded for each subsequent ten years of service. In 2015, the following members were recipients:

Constable Vince Way-Nee: 20 year medal
Detective Patti Shaw: 30 year bar

The Peterborough Police Service recognizes civilian service through the award of a service pin; distinguishing each five year increment of service with a different metal or gemstone. In 2015, the following members were awarded service pins:

Five Years of Service

Frank Bencze, Special Constable, Court Services
Mike Moncrief, Special Constable, Court Services
Leigh Higley, Special Constable, Court Services
Karen Howran, Human Resource Manager, Support Services
Niquel Pritchard-Pataki, Executive Assistant, Police Services Board

Ten Years of Service

Barb Westropp, Administrative Assistant, Investigative Services
Barry Taylor, Special Constable, Support Services
Phil Carson, Fleet and Facilities Manager, Support Services
Kelly Sargent, Communicator, Operations

Fifteen Years of Service

Christie Lee, Victim Services Coordinator, Investigative Services
Jessica Drimmie, Communicator, Operations
Lorien Smith, Niche Validator, Support Services

Twenty Years of Service

Laurie Switzer, FOI Clerk, Support Services

Twenty Five Years of Service

Loranne Thompson, Communicator, Operations
Lori Pilgrim, Communicator, Operations

The Ontario Women in Law Enforcement Program honors the service of all women in law enforcement; sworn and civilian. OWLE Awards are given for 25, 30, 35 and 40 years of service. In 2015, the following women were honored for their service:

Constable Sherry Jank, Operations: 25 year OWLE
Sergeant Marilyn Gandy, Records Management, Support Services: 25 year OWLE
Detective Patti Shaw, Major Crime, Investigative Services: 30 year OWLE

Fleet and Facilities Management

The reliability and safety of the police fleet is central to our ability to respond quickly and effectively to emergencies and attend at calls for service. Phil Carson, our Fleet and Facilities Manager, works in conjunction with the Board of Works to keep the fleet maintained; thereby safeguarding this substantial investment.

In 2015, the following vehicles were purchased:

- 2 patrol vehicles
- 1 ERT vehicle
- 1 unmarked traffic vehicle
- 1 canine sport utility vehicle
- 2 unmarked vehicles for Investigative Services
Total of 7 vehicles
- Additionally, 2 sport utility vehicles were purchased for Cavan Monaghan

The following vehicles were disposed of:

- 2 vehicles were traded
- 5 vehicles were sent to the North Toronto auction.
Total of 7 vehicles

Year End - Fleet Maintenance and Repair Statistics

	2013	2014	2015	Variance From 2014	2015 Budget	% Spent
Kilometers	908,176	917,652	877,319	-4.4%		
Fuel Average (Year)	\$1.10/L	\$1.11/L	\$0.89/L	-.22/L		
Fuel Costs	\$216,873.07	\$226,372.26	\$182,905.05	-19.2%	\$216,442	84%
Vehicle Cleaning	\$15,819.06	\$14,974.47	\$12,904.82	-13.8%	\$23,750	54.3%
Tires	\$18,966.84	\$14,511.19	\$25,608.68	76.5%	\$19,000	134.8%
Maintenance Costs	\$157,177.00	\$220,709.79	\$176,945.56	-19.8%	\$150,126	117.9%
Insurance	\$92,708.00	\$97,712.92	\$103,576.00	6%	\$103,576	100%
MVC/ Damages	\$ 23,442.65	\$46,618.48	\$8,570.90	-81.6%		
Average						98.2%

We have limited control over fleet maintenance costs, although our Fleet Manager sources the best possible prices for our needs. His vigilance and commitment contribute to some of the noted savings achieved in 2015.

Facility Management

The 500 Water Street station includes a 34,519 square foot, three story building, with an adjacent 21,960 square foot two-level parking lot. There is also a 448 square foot garage for Forensic Identification use. We have outgrown both the building and the parking lot. Fully one third of our current building maintenance budget is expended renting commercial storage space at an off-site location.

Within our station, the space issues create security and logistical issues. Water shut-offs to the cells are within firearm evidence rooms, resulting in delayed access and causing safety issues when emergency access is required. Our Special Constables and senior staff have surrendered their lockers to provide enough for frontline officers. We have insufficient space to train onsite and often don't have sufficient meeting space. We have converted our storage spaces and closets into offices.

The over-occupation of the space has resulted in increased wear and tear. Walls are scuffed, damaged and in need of painting. Flooring is worn and scraped. Larger issues include a French drain in the parking lot that fails to draw away water during heavy rains resulting in significant flooding; plumbing issues under the basement floor that result in periodic sewage backup; and broken window seals that are unsightly.

The building maintenance budget covers a mixture of known costs and unknown costs. Known costs include rental fees for off-site storage units, monthly costs for document shredding and staff parking at Provincial Court. Unknown costs include odd jobs, repairs to locks, alarms, signs, and fitness equipment; furniture replacement, and the replenishment of supplies such as disinfectants. Preliminary figures suggest that the building maintenance line came in within budget for 2015.

Facility Management Statistics

	2010	2011	2012	2013	2014	2015
Budget Approved	\$8,000	\$20,000	\$30,000	\$20,000	\$40,500	\$40,500
Actual	\$22,383	\$28,646	\$32,921	\$28,646	\$35,310	\$30,662

In 2014, the City of Peterborough began a million dollar HVAC renovation that included the installation of 2 new high efficiency boilers in the basement and the replacement of the rooftop air handlers. This project was completed in 2015. The lights in the parking lot were replaced and 2 additional lockers were added to the ERT room, to accommodate 2 new ERT members required with the addition of the Cavan Monaghan policing contract.

A project to update the security systems within the station was contracted in 2015. The vendor was provided a deposit and began work. It was determined that vendor could not complete the project to specification and they agreed to end the project. They removed their product, but have yet to return our deposit. Efforts continue to recoup the deposit (\$8,217.00).

Court Services

Staffing

The Police Services Act mandates that police in the jurisdiction where a court is located provide security there. We are responsible for security at 2 court houses: Ontario Court of Justice (OCJ) at 70 Simcoe Street and Superior Court of Justice (SCJ) at 470 Water Street. OCJ is operated by the Ministry of the Attorney General (MAG). They are the lessee at 70 Simcoe Street, owned by the City of Peterborough. SCJ is also operated by MAG, however 470 Simcoe Street is owned by the County of Peterborough. Therefore, there are three levels of government and four different stakeholders involved in matters relating to court operation. There are a total of 7 court rooms. In addition to court room security, our responsibilities include prisoner transportation, cell security, facility security, magnetometer operation, file preparation and transportation, and Crown attorney liaison.

A provincial grant covered \$567,465.32 of the cost of providing service in 2015. Anticipated cost to provide this service was \$1,039,866. The 2016 grant is \$709,331.65. Anticipated cost to provide service with the current staffing model is \$1,068,207.

Current staffing complement:

- 11 full-time Special Constables
- 2 part-time Special Constables
- 3 constables + 1 constable (temporary reassignment)
- 1 sergeant
- 1 civilian

Over the past two years, staffing requirements have grown. The installation of a magnetometer increased the staffing requirement by two. SCJ trials were previously held in spring and fall sessions but were expanded to year-round operation in 2014. To meet the increased staffing demands, part-time staff currently work full time hours, an additional uniform member is working full time at Court, and the Operations Division augments Court Services from the frontline on a regular basis. In 2015 there were more than 72 occasions where officers from patrol were required to work in Courts. This is up 12.5% (64) from 2014 and 80 % (40) from 2013. The increased staffing demand put that budget category over the allocated amount by 16% which substantially impacted the Support Services Division budget.

The decision of the judiciary in 2014 not to allow a LiveScan fingerprint terminal at the court continues to negatively impact staffing. Two Special Constables must transport individuals arrested on warrants and on Judge's Orders to the police station to utilize the LiveScan terminal there, taking them away from their duties at court.

The circumstantial and temporary reassignment of a constable on a full-time basis in 2015 (as noted above) artificially obscures the need for staffing and the pressures on the Operations Division to augment Court Services. When this officer returns to regular duties, the need for staffing will sharply increase. The staffing shortage in Court Services must be remedied in 2016.

Overtime costs from Court Services are outside of our control and stem from Justices running courts into the evening, outstanding paperwork from MAG staff, and out-of-town prisoner transportation (i.e. transfer to Ontario Shores or Penetanguishene).

Facility Issues

Responsibility for the court facilities lies with MAG and is outside of our direct control. The operation of two separate buildings increases security requirements and subsequently, staffing needs. Both facilities are due for replacement and do not meet the needs of MAG or police. There are a number of concerns at both buildings that need immediate attention and that present operational and security issues. These concerns will be addressed with MAG immediately.

Court Briefs and Court Processes

The Court office received 2,123 criminal court files in 2015. This is a 13% increase from 2014 (1,872) and a 22% increase from 2013 (1,736). File security during transportation from the Crown Attorney's office to court is the responsibility of our Special Constables. This is a cumbersome and time consuming process. It is hoped that the adoption of the e-brief will reduce the volume of paper transfer.

The e-brief project is now in the hands of MAG. In 2014, the anticipated product (CMIS) was scrapped and work began to launch SCOPE (Scheduling Crown Operations Prepared Electronically). SCOPE has been piloted and implemented in some jurisdictions. The implementation date for Peterborough is not known at this time. Our Service is ready to move forward.

The Canadian Victims Bill of Rights was enacted in 2015 and imposed additional responsibilities on police and courts. It directly impacted Court Services when the Crown Attorney downloaded responsibility for contacting victims in order to have input into the court process to police. Working collaboratively, a process was developed that minimized the workload for Court Services.

DNA and Fingerprinting

Special Constables continue to collect all court ordered DNA samples. In 2015 there were 310 collections, up 22% from 2014 (256). As previously noted, facility space limitations impact our ability to collect the samples in a professional and acceptable setting: we collect DNA samples in a janitorial cupboard and have to move machinery to enter the room.

Special Constables also assist with the collection of fingerprints from persons in custody. The number of persons fingerprinted by court staff in 2015 was 255, an increase of 13% from 2014 (225) and 39% from 2013 (183).

Youth Criminal Justice Statistics

Constable Jeff Clark, Youth Court Officer, manages matters relating to youth in conflict with the law. Constable Clark works in collaboration with the Elizabeth Fry Society (Shoplifter Diversion Program), the John Howard Society (Extra-judicial Measures Program), Kawartha Family Court Assessment Service, and Youth Probation in order to serve our communities in a manner consistent with Ontario's multi-faceted youth justice system. He also manages the policing aspects of the adult Shoplifter Diversion Program, provides security coverage at SJC, and assists when available at OCJ.

Total Youths Charged and Custody/Detention

	2011	2012	2013	2014	2015
Total Charged	192	185	232	207	189
Charges Laid	367	367	414	379	367
Custody	27	19	12	20	32
Detention	69	63	77	103	70

- Total charged refers to the total number of individuals who were charged with a criminal offence.
- Many individuals had more than one charge; thus the total charges exceed the total charged.
- Custody refers to the number of individuals sentenced to open or secure custody.
- Detention refers to the number of you held in custody while awaiting trial.
- Inferences about workload from increases/decreases in these statistics would be imprecise. Sufficient complexity exists around case management that no causation can be inferred.

Extra Judicial Measures

- 76 youth were referred to the John Howard Society, up 17% 2014 (65). Sixty-two youth completed the program. Four were returned into the court stream when they did not complete the program. Ten were still awaiting completion at year-end.
- Shoplifting: 39
- Possession of Marijuana: 8
- Mischief: 7
- Assault: 7
- Possession of Stolen Property 5
- Other: 10.
- There were 31 extra-judicial sanctions issued from the Court.

Youth Charge Summary*	Males					Females				
Offence	2011	2012	2013	2014	2015	2011	2012	2013	2014	2015
Break & Enter	13	5	22	9	14	2	6	3	2	3
Theft of Vehicle	1	3	6	5	1	0	0	0	1	1
Theft from Vehicle	5	2	4	9	2	0	1	0	3	1
Mischief	7	50	29	34	26	6	14	8	10	8
Sexual Assault	8	5	11	2	8	1	3	0	0	1
Assault	22	27	36	36	21	19	20	9	27	15
Threatening	7	15	12	8	13	2	2	1	6	2
Possession of Stolen Property	17	14	28	11	10	4	2	3	7	5
Weapons	4	12	10	13	16	1	0	1	2	1
CDSA	10	9	16	4	11	3	0	2	0	2
Breach of Probation / Bail	112	94	98	99	56	58	19	31	41	65

**Refers to number of charges, as opposed to number of individuals charged.*

Adult Shoplifter Diversion Program

This program diverts people out of the criminal justice stream by providing them with the opportunity to deal with their criminal charges outside the formal setting of the courtroom. It is a three-session program meant to educate offenders about the cost and potential consequences of shoplifting. It has the dual benefit of allowing a first-time offender to avoid a conviction and a criminal record, while freeing up valuable court time for more serious crimes. Constable Clark refers eligible candidates to one of two local programs offered by The John Howard Society and the Elizabeth Fry Society.

Adult Shoplifter Diversion	2011	2012	2013	2014	2015
Male	38	49	29	41	43
Female	56	72	69	48	52
TOTAL	94	121	98	89	95

Property and Evidence Stores

The Property and Evidence Stores unit underwent substantial change in 2015. One of the two staff, Ray Hogan, retired. Up until September, the work of obtaining, converting and managing video and digital evidence had fallen to a self-trained member of the Property and Evidence Stores team, Stephen Ayotte. As the volume of work and the technical skill required burgeoned, it became apparent that Ray Hogan's replacement needed to have a particular skill set and be singularly dedicated to this work. It was also determined that this work was best clustered with the Computer Forensic Analyst and Forensic Identification Section; thereby moving it from Property and Evidence Stores in Support Services to the Investigative Services Division. In September, Mike Yurick was hired as Video Analyst (also see page 9), relieving Stephen Ayotte to refocus his attention on traditional evidence and property management. Many thanks to Stephen for his effort and dedication in managing our video and digital evidence prior to Mike's hire. Stephen was responsible for capturing and correctly saving evidence in many cases that ultimately led to the identification and subsequent conviction of many offenders.

Traditionally, two Police Auctions are held each year. The spring police auction was held on May 30, 2015 and generated \$7,457.55: \$3,094.50 from the sale of bicycles, the remainder (\$4,363.05) from the sale of miscellaneous items. The monies were deposited into the Police Services Board Auction Account. The fall auction was not held due to the low number of bicycles, the lower prices obtained for bicycles in the fall, and the low quantity of miscellaneous items to be sold.

An audit of 'found money' and court-ordered monetary forfeitures that were being held in the evidence vault was conducted on September 14, 2015, resulting in \$5,767.98 being deposited into the Police Services Board account.

All liquor from Criminal Code and Provincial Offences Act matters concluded in Court was purged on September 23, 2015.

A drug purge and disposal was completed on August 26, 2015. All evidence relating to completed drug matters was sorted, purged and disposed of. All related paperwork was completed and forwarded to Health Canada as per policy.

A firearms disposal was completed on September 21, 2015. Fifteen handguns and 49 long guns were disposed of. This purge was reconciled with the RCMP gun registration and registered as destroyed. Other weapons (i.e. knives, swords, pellet guns etc.) were also destroyed in the purge. All items were sent through a steel shredder; witnessed by Constable Hatton who signed off on the purge.

In November 2015 an officer from the Operations Division was temporarily assigned to Property and Evidence Stores to complete a purge and audit. This continued into 2016 and created much needed space in the on-site evidence room.

A Georgian College student (Connor Green) in the Policing Studies Program completed a 768 hour placement in Property and Evidence Stores from August until December. His work greatly

assisted the unit. Additionally, a Fleming College student (Morgan Denstedt) in the Community Justice Services Program and a Trent University student (Shelbey Livingstone) in the Forensics Program worked with Connor Green to organize the five off-site evidence storage units. This included the officer notebook storage, major case files, DNA records and evidence items requiring long-term storage.

Property and Evidence Stores periodically benefits from the work of officers who are recovering from injuries or who are otherwise temporarily non-deployable. While their work is invaluable, it obscures the need for increased staffing in this area. Property and Evidence Stores will also need to be monitored as a result in the changes to the staffing model in 2015.

Quartermaster Stores and Purchasing

The Quartermaster (QM), Cheryl Willman, continues to focus on sourcing high quality, state-of-the-art equipment that is economical and readily available. Volume or group purchasing is undertaken to realize the associated savings.

In 2015, a total of 8 officers (6 experienced and 2 recruits) and 1 Special Constable were outfitted. Two new Emergency Response Team members also received kit.

The QM sourced a new type of duty belt that increases comfort and decreases ergonomic hazard. Members report decreased back pain with these duty belts, an ongoing issue for officers. A lighter Molle vest that better distributes weight was also sourced and is being issued (as replacement). A benefit of this vest is the ability to mount (non-use of force) equipment on it, thereby taking weight off the officer's belt and lumbar region.

Savings were realized through different sourcing for a number of regular issue items including ball caps, raincoats and business cards. Savings were also realized through different sourcing for prisoner blankets (from \$6 each from the Board of Works to \$1.50 from a new supplier) and property tags (from the City supplier to new supplier: \$4,455 savings).

Policing and Professional Standards

Staff Sergeant Neil Collins was responsible for Policing and Professional Standards up until November, 2015, when he accepted a position in Investigative Services. Staff Sergeant Collins represented the Service as a member of the Ontario Association of Law Enforcement Planners (O.A.L.E.P.) which provides an excellent source of training and networking pertaining to policy and procedural practices. He also represented the Service as a member of the newly formed Ontario Law Enforcement Risk Managers (O.L.E.R.M.), which provides information and strategies to mitigate risk associated with law enforcement and administration.

Complaint Summary

There were 21 complaints received in 2015, down 46% from 2014:

- 2 service complaints (up 200% from 0 in 2014)
- 12 public complaints (down 50% from 24 in 2014)
- 7 internal complaints (down 53% from 15 in 2014)

From the 21 complaints received, 9 required no action, 4 were handled through informal discipline, 2 were withdrawn by the complainant, 1 investigation found the allegation to be unfounded, 4 matters are still pending resolution or disposition, and 1 matter was put to an ordered Hearing.

Two complaints were classified a Service Complaints (our first since 2009). At the request of Staff Sergeant Collins, one of these complaints was re-screened and subsequently dismissed by the OIPRD; who noted it was not in the public interest to continue. The second complaint is pending.

Twelve local inquiries were received. Local inquiries are less serious, informal matters that citizens bring forward for attention or correction without filing a formal complaint.

Police Service Act Hearings

There are 2 ordered Hearings underway. One Police Services Act discipline hearing is continuing from 2014. The involved officer has 2 other matters pending that will likely also require a hearing. The second Hearing is still in the early stages, sorting out disclosure and next steps.

Special Investigations Unit (SIU)

There were 7 instances in 2015 when the SIU invoked their mandate:

- 1 matter was discharged by the SIU after they deemed the injury was not caused by police (person punched a cell wall, fracturing his hand).
- 2 matters were completed with the determination of proper police response (1 suicide, 1 police shooting).
- 4 investigations are still incomplete.

All Section 11 Investigations (Chief's Administrative Investigation) have been completed on the completed SIU files.

Positive Feedback

Positive acknowledgements include letters, cards and e-mails expressing gratitude for the job done by members of the Service. It does not include phone calls or verbal expressions of gratitude. The Service received 76 letters, cards or email in 2015.

Policy Reviews

Policies that were significantly updated in 2015 include:

- AI-007 Information Technology and Building Security
- LE-016 Prisoner Care and Control
- LE-017 Traffic Management, Enforcement and Road Safety
- 4 policies relating to Counter Terrorism (mandated by Adequacy Standards) were updated by linking the updated National Counter-Terrorism Intelligence Requirements (N.C.T.I.R.) and the Provincial Counter-Terrorism Plan 2014.

Two new policies were developed and implemented in 2015:

- AI-069 Wellness Program for High Risk Positions
- AI-070 References

Staff Sergeant Collins continued to ensure the Service was compliant with the Accessibility for Ontarians with Disabilities Act.

Joint Health and Safety Committee

The Service's Joint Health and Safety (JHS) Committee is comprised of 2 association members, 2 management members and the Human Resources Manager. The JHS Committee consists of Constable Josh McGrath and Sergeant Jeff Chartier for the association, Inspector Dan Smith and Inspector Rob Hawthorne for management, and Karen Howran; the Human Resource Manager. Minutes and records for the Committee are kept by Marnie Ayotte, Executive Assistant.

Inspector Lynne Buehler filled the vacancy left when Inspector Hawthorne retired. Sergeant Jeff Chartier stepped down from the JHS at the end of 2015 after 20 years of service on this Committee. Thank you to Jeff for his dedication and commitment to the safety of our members and to this committee. Detective Mark Ballantine, Vice President of the Peterborough Police Association will fill the vacancy in 2016.

The Service is well advised on current and emerging Police Health and Safety issues as JHS Committee members belong to the Ontario Police Health and Safety Committee, which meet quarterly at various locations around the province.

As dictated in the *Ontario Occupational Health and Safety Act* and the Service's General Order on Health and Safety, the Committee held four meetings in 2014 (January, June, September and December). The Committee reviewed a total of 71 WSIB injury claim reports for staff in 2015; 6 of which resulted in lost time for the affected employees. The Committee made recommendations when warranted.

Safety inspections were done throughout the year. Repairs were required for the exterior stairs at the Lakefield office. The Township was notified.

The JHS Committee continued to assess the feasibility of and monitor progress on recommendations contained in the Safety and Security Assessment report completed in 2012. To date, improvements have included enhanced exterior lighting, interior and exterior surveillance coverage and visibility improvements at Headquarters and the Lakefield detachment. In 2014 the Service utilized capital funds to improve building security by contracting for the installation of scramble access control pads at the three controlled access exterior doors, the three controlled access doors located within the main floor lobby and second floor lobby, as well as the secure fingerprint area in the basement. The work was contracted in 2015 and the vendor began preliminary installations. It was discovered that the product would not meet our needs. The vendor removed their product. We were awaiting return of our deposit at the end of the year. Once the funds are returned we will move forward with a different vendor.

The following issues were discussed in 2015:

- Radio coverage in Cavan Monaghan: A repeater was installed at the Millbrook Fire Hall. Radios were reprogrammed and training provided to members on the proper use of the repeater. Coverage was monitored to ensure no issues.
- Carbines (C8 firearms): Following the Independent Review stemming from the Moncton, New Brunswick shooting in 2014 that recommended carbines be available to patrol officers, the Service began exploring the costs and training issues associated with issuing C8s. Three were purchased in 2015 and 10 members trained. Three more are anticipated with another training cohort in 2016. The Committee kept abreast of these developments.
- Odor from the drug storage area in evidence: Poor ventilation in the building results in the strong odor or decomposing plant matter emanating from the drug storage area. Air quality testing was conducted and ventilation installed. Subsequent testing confirmed the air quality was acceptable.
- Leg holsters: Officers expressed an interest in leg holsters as an equipment option. Information was obtained from other Services that resulted in a decision that leg holsters are not a viable option for patrol officers due to increased back issues and retention issues.

Changes to health and safety legislation were received and noted by the Committee. An updated copy of the City of Peterborough Occupational Health and Safety Policy was received in March and posted.

Training for new members on the Committee will be required in 2016.

Information Technology & Systems Support Unit

The Service's support agreement with Peterborough Technology Services (PTS) provides the Service with a pool of technical and management staff resources to draw upon. The IT support agreement with PTS is for 2,900 hours of IT support, which includes a full-time PTS staff member who works at Headquarters. The dedicated PTS staff member, Joe Farag, moved to another PTS position in October. His contributions in providing IT support and towards the noted project completions are greatly appreciated. Ryan Campanaro replaced him and quickly adjusted to the police environment, providing excellent support and service.

PTS provided IT support from 11 IT staff resources that include the following skill sets:

- Network Administration
- Voice and Data Communications
- Hardware and Software support
- HelpDesk support
- Mobile Device Management
- IT Security
- IT Management

2015 Project Highlights

- Completed the Windows 7 upgrade
- Assisted with negotiating a new radio contract
- Completed the CAD workstation refresh
- Completed the CAD server refresh
- Completed review of cellular costs which resulted in ongoing savings of 25%
- Implemented eCopy ShareScan Solution
- Conducted a pilot of in-car computer technology
- Replaced the photocopier fleet
- Implemented storage improvements for the eCrimes unit
- Implemented Phase I of new Enterprise Backup and Recovery System
- Continued with implementing security improvements to network infrastructure
- Upgraded 911 data system from analog to digital platform
- Continued to implement technology improvements as budget allows

2016 Projects

- Implement in-car computers as budget allows
- Complete implementation of improved storage for ViClass and Major Case storage
- Continue with improvements to network infrastructure
- Continue with improvement to enterprise storage, backup and recovery
- Complete the implementation of a pro-active IT system monitoring and alerting system
- Continue with updating disaster recovery documentation for key IT systems
- Continue to work with OPTIC to implement improved and enhanced security policies and technologies to comply with RCMP requirements

Records Management Unit

The Records Management Unit consists of 9 members:

- 7 Records Clerks: Responsible for managing the validation and dissemination of information within the database, in keeping with provincial and federal data sharing standards, best practices, and legislative requirements (i.e. Municipal Freedom and Protection of Privacy Act). Also responsible for data quality validation in accordance with standards, and the dissemination of information for legal purposes. This includes responding to FOI requests; police records checks, insurance confirmation letters, management of the taxi licencing, limousine licensing and the alarm bylaw, as well as all federally mandated statistical reporting.
- 1 Switchboard Operator: Responsible for answering and directing phone calls and managing the pay duty program.
- 1 Sergeant: Responsible for supervision of the unit and ongoing Ministry audit completion.

Training

- 2 new members were trained in Warrants and on Switchboard
- Cross-training was undertaken in some positions due to retirements and postings
- 2 members attended the CPIC Terminal Operator course at OPC
- 2 members attended the Advanced CPIC Query Course at OPC
- 2 members completed the online CPIC course through CPKN
- 3 members attended the FOI Conference
- 3 members attended the LEARN conference
- 3 members attended LRA/PKI training at Orillia OPP
- 1 member attended Access Level 1 at Shaw Communications
- 4 members attended a Niche enhancements presentation
- 2 members received Call Pilot training
- 2 members received Accessibility Training
- Ongoing participation in LEARN InfoShare meetings

Memberships

- Provincial representation in the OPTIC Enhancement Committee
- Provincial Executive membership in the Freedom of Information Police Network (FOIPN)
- Provincial Executive membership in OACP CPEG: Law Enforcement and Records (Managers) Network (LEARN)

CPIC Validation

The following orders were entered and validated. In 2015, the RCMP eliminated the use of the mental health and suicidal flags ‘M’ and ‘S’ on CPIC and added a new category with criteria that fell under the SIP section. A review of all SIP entries was completed by an officer who was temporarily reassigned, as this work outstripped the capacity of the Records Management unit. This explains the dramatic rise in the SIP statistics.

CPIC Validation	2010	2011	2012	2013	2014	2015
Probation Orders – Adult	230	190	171	243	285	265
Probation Orders – Youth	159	122	2	6	15	7
Weapons Prohibition Orders	241	256	233	240	218	233
OIC and Recognizance Orders	510	535	553	650	764	545
Address Changes	1,094	1,609	1,195	1,075	1,065	1,357
Non-Communication Orders	85	124	215	204	226	222
Special Interest	56	67	65	61	45	174

★ The Province assumed management of Youth Probation Orders (non-reporting) from 2012.

Alarms

The Service responded to 695 alarm calls in 2015, an increase of 8.4% from 2014 and received \$600 more in cost recovery revenue over the previous year.

Alarm Fees	2010	2011	2012	2013	2014	2015
Alarm Calls	795	1,153	1,115	947	641	695
Registration Fees	\$12,550	\$12,037	\$8,100	\$7,600	\$8,550	\$8,200
Suspension Fees	\$8,050	\$4,852	\$5,250	\$4,950	\$3,150	\$4,100

Warrants

Warrants to Arrest	2010	2011	2012	2013	2014	2015
Balance Forward	621	435	422	408	411	404
Warrants Received	616	513	549	534	516	629
Warrants Executed	527	426	475	452	468	573
Warrants Rescinded	275	100	88	79	55	41
Total Outstanding	435	422	408	411	404	419

We received and executed 22% more warrants in 2015 over the previous year. This is the highest volume in 5 years. The service continues in its efforts to ensure outstanding warrants are reviewed and efforts are made to locate the subject of the warrant and to effect its execution wherever possible. Stale warrants are returned to the Crown Attorney for review to be extended or rescinded.

General Inquiry

The total number of Criminal Record checks completed in 2015 was 8,898; an increase of 14.9% from 2014. On-line Record Checks were introduced in mid-year via our website through Forrest Green and will be a focus area of growth for 2016.

Staff continued to conduct off-site (customer location) workshops, especially at Trent University, Fleming College, as well as Sports and Volunteer agencies. These workshops are well received and very successful in processing large volumes of applications.

In October 2015, we began providing policing services to Cavan Monaghan, which accounted for 163 record checks.

All – Criminal Record Checks						
	2010	2011	2012	2013	2014	2015
Volunteer	5,629	5,966	6,545	6,827	5,286	5,986
Employment	2,924	2,893	2,509	2,336	2,456	2,912
TOTAL	8,553	8,859	9,054	9,163	7,742	8,898

Contracted Service Areas – Criminal Record Checks		
	Lakefield 2015	Cavan Monaghan 2015
Volunteer	271	-
Employment	161	-
TOTAL	432	163

On-line – Criminal Record Checks	
<i>*beginning May 2015</i>	2015
Volunteer	211
Employment Purposes	200
TOTAL	411

Taxi & Limousine Licensing

The Service renewed 186 taxi driver and owner licenses in 2015; an increase of 9% over last year. The bylaw to regulate, license and govern the owner and drivers of limousines, was enacted by the Police Services Board in 2013, therefore there are no comparison statistics for previous years.

Taxi Licences Issued						
	2010	2011	2012	2013	2014	2015
New Drivers	33	34	33	25	41	38
New Owners	0	0	0	0	0	0
Driver/Owner Renewals	193	189	179	188	171	186

Limousine Licences Issued	2013	2014	2015
New Drivers	46	8	9
New Owners	8	3	1
Driver/Owner Renewals	39	31	29

Confirmation Letters

In an effort to confirm the information provided in a claim, insurance companies submit a request to the Police Service. The Service responds with a template “confirmation” letter, which provides the basic information that is contained in the officer’s incident report.

Confirmation Letters	2010	2011	2012	2013	2014	2015
	-	69	72	48	32	33

Freedom of Information

Freedom of Information Statistics

Type of Request	2012	2013	2014	2015	% change
FOI Requests	168	167	170	218	28.2
FOI Appeals	1	0	2	4	100
Family Court Orders *	65	69	47	60	27.7
Court Production Orders for Police Records***	6	8	14	14	n/c
Probation & Parole	576	507	518	537	3.7
Criminal Injuries Compensation Board	47	79	57	72	26.3
Correctional Services Canada	24	31	19	20	5.3
Regional Coroner & Attending Coroner	77	103	95	113	18.9
Parole Board of Canada	**	**	16	6	-62.5
Other	23	26	11	50	354.5
General Correspondence	18	19	35	31	-11.4
TOTAL	1005	1025	984	1125	14.3

* Agents of the Office of the Children’s Lawyer have been instructed to request police records on anyone 18 years of age or older, who are living in the home(s) of the affected children. Where requests previously involved records for just the parents, they are now also involving records for significant parental partners, extended family members, etc.

** Past requests from the Parole Board of Canada were included under “Other” statistics, as their requests were few and far between. In 2013 all police services in Ontario noticed a significant increase in PBC requests, as the PBC are trying to deal with a backlog of applications for record suspensions (formerly known as pardons), as well as implementing the changes to the record suspensions program under Bill C-10, effective March 13th, 2012.

*** Court Production Orders for Police Records includes the following:

- CAS S.74.1(1) CFSA Warrant for Records
- CAS S.74(3.1) CFSA Notice of Motion
- Production Order (no Notice of Motion was served)
- Rule 30.10 Notice of Motion under the Rules of Civil Procedure
- Subpoena (duces tecum) for Records
- Summons for Records
- WAGG Rule 30.10 Notice of Motion
- WAGG Rule 30.10 Notice of Motion – MAG withdraws

- Coroner’s Authority to Seize During an Investigation

Each file requires a careful review of the involved records re: statutory protections (e.g. YCJA); privilege (e.g. informant, intelligence or investigative info); and public interest immunity. Correspondence with counsel for the plaintiff(s), defendant(s), and possibly the provincial Ministry of the Attorney General or the federal Department of Justice must take place in a timely fashion as there are often time limits imposed for each step of the process. Court attendance may be required.

‘Other’ requests are for reports, officer notes and other documents. The request comes to us from other agencies that we can share with according to MFIPPA (i.e. CSIS; Ministry of Community Safety & Correctional Services; Ministry of Labour; College of Teachers; Alcohol & Gaming Commission; etc.)

‘General Correspondence’ refers to a written request for information that is not complete or proper where we have researched the matter and responded in writing or verbally and there has been no subsequent response from the requesting party.

FOI: Revenue Generated	2012	2013	2014	2015
In excess of the \$5 FOI fee (HST excluded)	\$5,058.60	\$1,539.25	\$715.40	\$3,782.60

Data Entry

The Data Entry team consists of 4 members who report to the Records Management Sergeant. Each assigned to a platoon, these clerks provide real-time data entry for patrol officers 24/7/365. Their work includes:

- Entry of all reports entered into the Niche Records Management System (RMS) in accordance with RCMP Data Quality Standards, and
- Preparation of crown briefs for regular court appearances and for weekend and statutory holiday (WASH) court appearances.
- CPIC entries for charged persons.
- Validation of Non-reportable incidents.

In 2015, Police Report Entry Clerks were responsible for inputting 19,718 police reports and street checks, representing a 2.62% increase from 2014.

Police Report Entry	2010	2011	2012	2013	2014	2015
Arrest Reports	2,001	2,151	2,173	2,146	2,235	2,382
Missing Person Reports	149	174	119	162	145	165
Sudden Death Reports	84	73	84	102	99	102
General Occurrence Reports	6,714	6,883	6,535	7,282	6,859	6,418
Supplementary Reports	10,676	8,253	9,258	9,484	9,067	9,854
Street Checks	735	764	1037	763	810	797
TOTAL	20,359	18,298	19,206	19,939	19,215	19,718