



SUPPORT SERVICES

2017 Annual Report

Lynne Buehler
Inspector

Support Services

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Divisional Commander Report

I am pleased to provide this overview of the accomplishments of the Support Services Division in 2017. It was another year of remarkable change, with substantially more staffing movements even than 2016. The effect is cumulative. The Support Services team continued to demonstrate perseverance and resilience; a testament to their dedication and commitment to the organization. The work done in this Division continues to be of the highest standard and in some instances; there were notable improvements in 2017.

The Division is a varied group of 41 members, whose role it is to support Operations, Investigative Services, and Court Services. Comprising 22% of the Service, the Support Services Division includes 77% of the civilian complement. It would appear to be the most diverse. Three of the 4 women with rank in the Service are assigned to the Support Services Division. It has the highest ratio of women overall, although this can be attributed to the large percentage of clerical positions in the Division; roles traditionally occupied by women. Of the 15 Special Constables (who are classified in the civilian category), only 2 are women. The Support Services Division has ethnic and gender diversity.

The Division included:

- Court Services (1 Sergeant, 3 Constables, 15 Special Constables, 1 civilian member). *Includes the addition of 1 full-time Special Constable in June.*
- Policing and Professional Standards (1 Staff Sergeant).
- Property and Evidence Stores (1 civilian member).
- Quartermaster Stores and Purchasing (1 civilian member).
- Records Management (1 Sergeant, 9 civilian members). *Includes the addition of 1 full-time Clerk.*
- Fleet and Facilities Management (1 civilian member).
- Data Entry (6 civilian members).
- Information Technology and Systems Support (1 full time, in-house person, .5 additional support = 2,900 contracted hours), contracted through Peterborough Technology Services (PTS).

The leadership team included Staff Sergeant Phil Davis and Staff Sergeant Jamie Hartnett (Policing and Professional Standards), Sergeant Marilyn Gandy (Records Management and Data Entry), Sergeant Deb Gillis (Court Services), and Jamie Hagg (PTS lead). A special acknowledgement needs to be given to this group for their vision, leadership, guidance, and support.

The budget in the Division is \$4,917,787, including salaries and benefits. Owing to the Fleet, Facility, Technology, and Quartermaster expenditures within the Division, the percentage of the budget dedicated to salary and benefits is only 70%. The Division was \$98,761 under budget in 2017. This is directly related to staffing gaps and shortages.

The Support Services Division generated over \$200,000 in revenue through criminal records checks, civil fingerprinting, taxi and limousine licencing, alarm registrations and fees, freedom of information applications, auctioned property and pay duty fees.

In 2016, there were 23 staff movements (appointments, transfers, resignations, and retirements) in Support Services. In 2017 there were 39. The repercussions of this much churn was felt throughout the Service. The loss of institutional and transactive knowledge when staff retire, resign or move to a new position impacts service delivery to both internal and external stakeholders and results in substantial risk to organizational resilience.

Quartermaster Cheryl Willman, Court Clerk Cathy Cody and Evidence Clerk Stephen Ayotte retired in 2017. Four members resigned from the Service: a General Inquiry clerk, the FOI clerk, a Special Constable and the Quartermaster who had replaced the retiree. In anticipation of the retirement of Staff Sergeant Phil Davis early in 2018, Staff Sergeant Jamie Hartnett joined the Division in October in order to receive training in the Policing and Professional Standards role and to be mentored by the incumbent.

Ten casual, part-time or full-time appointments in Records, an additional 10 in Court Services, and 5 transfers in both Records and Courts account for the remainder of the staff movements in 2017. The effect of this change cannot be underestimated in terms of morale, systems continuity, risk management, security, and environment management.

Two new positions were added to Support Services in 2017: A full-time Special Constable and a Records Management Clerk. Despite these additions, the ratio of sworn to civilian staff continues to be low, and in combination with the churn and work volume, eroded morale and negatively impacted teamwork, resilience and wellness.

The Police Services Board accepted 2 reports identifying the need for additional staffing and authorized the addition of an additional clerk in Evidence and in Data Entry in 2018. This will improve organizational resilience and provide some relief for the capacity issues.

The Support Services Division enjoys a collaborative relationship with Fleming College and Trent University. Placements where students produce deliverables that are meaningful for both them and the Organization are undertaken. In 2017, 2 Fleming students and 3 Trent students contributed 1,616 hours, or the equivalent of 40 weeks of work. They researched and wrote policy on lead mitigation strategy to ensure the Service meets OHS standards, developed the foundation for a career development plan for the Service, inventoried the Quartermaster stock, inventoried the patrol vehicle trunks, developed a required kit list and sourced the items suggested, created an electronic master file for taxi checks, and provided support to the General Inquiry Clerk by assisting with interacting with the public at the front counter and completing criminal record checks.

While calls for service and reported crimes were down slightly in 2017, external stakeholders added to the workload for the Support Services Division. This included MAG, the MCSCS, the RCMP, and the public.

Each year, the Divisional Commanders set goals that are consistent with the Vision, Mission and Values of the Service. In 2017, these were the Support Services Divisional goals:

We will be professional, friendly and helpful. We will provide efficient, effective and economical service to our stakeholders. We will focus on utilizing technology to achieve that end.

All Sections

- Continue to transition document collection from paper to e-format where possible.
 - *Significant progress is being made in this area. Specific references in each section summary.*
- Liaise with other Services to determine best practices for document management.
 - *Every section had interaction with other Services for this purpose in 2017.*

Records Management

- Determine the feasibility of a wireless point-of-sale terminal for General Inquiry.
 - *Not feasible due to the City finance department not having this technology.*
- Designate a back-up person for each position.
 - *Due to the number of personnel changes in 2017 this was not feasible.*
- Promote the online record check option.
 - *The Media Coordinator promoted this option on the website and through social media. The Records members promoted this option to organizations and individuals.*
- Purchase name tags and desk plates for all staff. Develop associated internal policy.
 - *Name tags were purchased. A change in office set-up made desk plates irrelevant. Policy regarding name tags still to be completed.*

Court Services

- Conduct a lockdown drill, a fire drill, and prisoner management scenarios.
 - *Completed.*
- Provide input into the Ministry of Attorney General emergency management protocol for Peterborough courts.
 - *Completed.*

Evidence

- Implement a Niche-based bar coding system.
 - *Completed.*
- Complete a drug and firearm purge for eligible items.
 - *Completed, along with an audit.*

Quartermaster

- Complete an electronic inventory of all items.
 - *Undertaken but not quite complete.*
- Conduct a purge of in-stock items.
 - *Completed.*

- Update officer kit records.
 - *Completed.*

Fleet/Facilities

- Meet budget goals for purchases (excluding gasoline).
 - *Under budget*
- Conduct an environmental scan and price options for building security improvements.
 - *Completed.*

Data Entry

- Meet ongoing goals for completion of non-reportables within prescribed time frame (end of full block).
 - *Completed.*

Policing Standards

- Complete 12 policy reviews.
 - *Completed.*
- Complete PPS portion of complaints within 60 days.
 - *Completed.*

A number of strategic initiatives were undertaken in Support Services in 2017 to improve organizational resilience:

- The General Inquiry counter was moved to the main floor (identified as a priority by the consultants in the business planning process).
- The process whereby criminal record checks are managed was improved.
- An online auction service was utilized to reduce the accumulation of property onsite and reduce time spent on this non-core function.
- The process of providing support staff in the Property and Evidence Stores was changed to improve continuity and mitigate risk.
- Audits were completed in Property and Evidence Stores to mitigate risk.
- A number of Records functions were transitioned to e-format to increase information availability across the Service and to reduce required storage space.
- The Records office layout was changed to incorporate 2 more work stations and to include meeting space.
- Inventory systems were implemented in Quartermaster to improve inventory controls and lifecycle management and to reduce space usage and realize cost savings.

The second threat to organizational resilience (after staffing stability) is the diminishing ability to maintain current technology and to invest in new. This impacted the Service on all fronts: investigative, service delivery, and work process. The following advancements have improved work processes, but outstripped our technological supports:

- Increasing usage of technology in the community by individuals and businesses (requiring our ability to extract information from these sources).
- The utilization of tablets in cars and the issuance of mobile devices to officers.
- The increased utilization and advancements in software such as CAD, Niche, OSL and CJIM.
- The increased usage of the website and social media.
- The pending implementation of MAG's case management RMS software (SCOPE) and increasing disclosure requirements in the Courts.
- Increased security requirements of police systems and the need for increased storage of data.

The Service contracts for IT support from Peterborough Technology Services (PTS). The Memorandum of Understanding with PTS provides for 2900 hours of support service. This amounts to 1 full-time person who works full-time at the Service, and the equivalent of .5 of a full-time person, which is provided by a variety of specialists according to need. The growth in technology use has not been matched by increased support hours to maintain the hardware and software, or to complete project work. This has eroded our ability to maintain security and complete crucial project work that would provide investigative advantages, financial savings, and time efficiencies. Maintaining pace with evolving technology is now a Business Plan goal.

The third threat to organizational resilience is our facility. The Station includes a 34,519 square foot two story building, with an adjacent 21,960 square foot two-level parking lot. There is a 448 square foot garage for the Forensic Identification vehicle. The facility is owned and maintained by the City of Peterborough. It was renovated in 2008, but little additional space was added and it has long since been consumed. Space issues create security and logistical issues. Expenditures for maintenance, off-site storage, training, and space reconfigurations to meet organizational needs are significant and increasing annually. The Police Services Board has committed to a Facility Review in 2018.

Members of Support Services participate on a variety of committees and boards that provide partnerships and networking opportunities in conjunction with their duties. Further details are outlined in each respective section of this report. I represented the Service on 4 internal committees:

- Job Evaluation Committee
- Performance Management Committee
- Continuing Education Committee
- Joint Health and Safety Committee
- Business Plan Committee

And 7 external committees:

- OACP Collaborative Education Sub-Committee
- OACP Education, Training and Professional Development Committee
- OACP Justice Committee
- Local Courts Management Advisory Committee
- Ontario Association of Police Court Managers
- Police Facilities Managers Association of Ontario

- Board of Directors for the Kawartha Haliburton Children's Aid Society

It is my privilege to be a member of the Support Services Division. I am proud of the members' achievements in 2017. 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 working collaboratively with the other Divisions, the Police Services Board and our communities in 2018.



Lynne Buehler
Inspector
Support Services Division

Fleet and Facilities

Managing the police fleet and facility are the responsibility of the Fleet & Facilities Coordinator. He is a member of the Police Cooperative Purchasing Group (PCPG) and the Police Facilities Managers Association of Ontario (PFMAO). These memberships provide significant cost savings, and networking for best practices. Fleet and Facilities expenditures were \$596,984, excluding wages and benefits. This was 2% underbudget. Independently, the fleet expenditures were 4.6% under budget; the facilities expenditures were over.

Fleet

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. The Fleet and Facilities Coordinator, works in conjunction with the Board of Works and other contractors to keep the fleet maintained; thereby safeguarding this substantial investment.

We have limited control over fleet maintenance costs, although a concerted effort is made to source the best possible price. We are members of the Police Cooperative Purchasing Group (PCPG), which allows us to take advantage of contracts negotiated by larger Services through 'piggy back' clauses, thereby realizing cost savings we would not receive otherwise. The exchange rate for the US dollar, fluctuating gas prices, the number of bio-hazard cleanings required, and collisions are expenses we cannot forecast precisely, and that impact our budget.

It cost \$48,029 more to maintain the fleet than in 2016. This was due to increased fuel, tire and general maintenance pricing. However, we were still 4.6% under budget due to reasonably accurate forecasting. Of \$562,403 budgeted, only \$537,284 was spent.

The buy-out of two leases on unmarked vehicles with unusually low kilometers allowed for the addition of one vehicle to the unmarked fleet. This relieves some pressure with respect to the availability and servicing of those vehicles, however there are still no additional vehicles built into the patrol fleet to allow for out-of-service time. This creates pressure for the Fleet and Facilities Coordinator and our partners, since all marked vehicles are required on a daily basis. It means that there are sometimes delays in servicing so vehicles can remain on patrol. It would be beneficial to have 2 additional vehicles to ensure regular and timely maintenance on the fleet with no shortage to the front line. One was included in the 2018 budget.

In 2017, the following vehicles were purchased:

- 3 patrol vehicles (2 cars, 1 SUV).
- 1 Cavan vehicle (SUV).
- 1 unmarked SUV for Investigative Services.
- 2 leases on unmarked vehicles with very low mileage were bought out. This option provided an extra unmarked vehicle for Investigative Services.
- 1 F250 with cap, drawer, and gun mounts for ERT (to replace the refurbished ambulance with over 300,000 kms).

- Additionally, the ERT vehicle was replaced by a former Cavan vehicle after a ‘write off’ collision. The write off was kept and is being used for parts.
 - Total: 8

The following vehicles were disposed of:

- 6 vehicles were sent to the North Toronto auction.
- 1 vehicle was deemed a write-off.

Year End - Fleet Maintenance and Repair Statistics

	2015	2016	2017	Variance From 2016	2017 Budget	% Spent
Kilometers	877,319	982,148*	980,554	-0.16%	N/A	N/A
Fuel Average (Year)	\$0.89/L	\$0.82/L	\$0.94/L	14.6%	N/A	N/A
Fuel Costs	\$182,905.05	\$201,501.73	\$222,857.39	10.6%	\$234,327.00	95%
Vehicle Cleaning	\$12,904.82	\$15,940.51	\$14,597.98	-8.4%	\$20,000.00	73%
Tires	\$25,608.68	\$26,190.27	\$28,254.07	7.9%	\$24,000.00	118%
Maintenance Costs	\$176,945.56	\$141,979.27	\$167,931.58	18.3%	\$180,000.00	93%
Insurance	\$103,576.00	\$103,576.00	\$103,576.00	0	\$103,576.00	100%
MVC/ Damages	\$8,570.90	\$70,307.97	\$32,945.97	-53.1%	N/A	N/A

Facility Management

The facility is owned by the City of Peterborough. The Fleet and Facility Coordinator works in conjunction with the City’s Property Maintenance Coordinator to organize City projects for the police building. Anticipated projects for 2017 included constructing a new accessible ramp, updating the elevator cab and controls and replacing tile and carpet flooring. These projects were deferred due to other City priorities. Police station projects in 2017 included:

- Replacement of the flag poles.
- The installation of an exhaust fan in the men’s showers to reduce moisture and mold.
- The installation of a water filtration fountain.
- Improvements to the ‘pass through’ at the front counter.

The Service also has a \$46,000 facility maintenance budget that covers a mixture of known and unknown costs. Known costs include contract fees for off-site storage units (\$11,118.24), document shredding and 3 parking spaces at Provincial Court. An additional storage locker was rented in December at a cost of \$662 to bridge the period until the annual fees were dues in

February, 2018. Unknown costs include odd jobs, repairs to locks, alarms, signs, and fitness equipment; furniture replacement, and the replenishment of supplies such as disinfectants. The facility budget was 30% over, at \$59,699.

Smart televisions and whiteboards that were budgeted for and purchased in 2016 were accrued in 2017 due to late delivery, adding significantly to the 2017 facilities budget.

A variety of projects were undertaken in 2017 to maximize efficient use of the space and for basic upkeep:

- The General Inquiry counter for the public was moved to the main floor of the station. Costs attributed to the facilities budget line include fees moving fees and signage (\$1,255).
- An interview room was repurposed into a shared office space for General Inquiry clerks and the Traffic clerk. Costs attributed to the facilities budget line include painting, a desk, 2 chairs, 2 bookshelves (\$3,449) and signage.
- Repairs to locking mechanisms on exterior doors and the sally ports; all of which are end-of-life and long past being in need of replacement.
- A multi-unit refrigerated evidence locker for biological preservation was purchased (\$12,430 TCA).
- A reconfiguration of the Records Management work space to add 2 additional work stations and improve data transmission speed through upgraded network connections (\$14,083).

Facility Management Statistics

	2012	2013	2014	2015	2016	2017
Budget Approved	\$30,000	\$20,000	\$40,500	\$40,500	\$44,000	\$46,000
Actual	\$32,921	\$28,646	\$35,310	\$30,662	\$45,246	\$59,699

Court Services

Peterborough Police Service undertakes 2 separate activities at Court: security and case management. The Police Services Act mandates that police in the jurisdiction where a court is located provide security there. The Peterborough Police Service has responsibility for security at 2 court houses:

- Ontario Court of Justice (OCJ) at 70 Simcoe Street
 - Facility owned by the City of Peterborough
 - Leased by the Ministry of the Attorney General (MAG)

- Superior Court of Justice (SCJ) at 470 Water Street
 - Facility owned by the County of Peterborough
 - A portion of the facility is leased by MAG, the remainder is occupied by the County

Provincial Offences Court, operated by the City, is also located at the 70 Simcoe Street location. Therefore, there are 3 levels of government and 5 stakeholders involved in matters relating to court operation. There are a total of 7 court rooms. Security responsibilities include prisoner monitoring and movement, cell security, magnetometer operation, and court room support. These duties are largely undertaken by Special Constables, with the support of 3 Constables and under the supervision of a Sergeant assigned to Court. An officer with use-of-force options is required for security at both Court locations when the Court is open.

Case management duties are the responsibility of the 3 constables and the Sergeant at Court. Their work is supported by a Court Clerk. The duties of the police officers include preparing PPS case files for Court, vetting sureties for the Crown, assisting the Crown in bail court, managing the Service's participation in diversion programs such as the Bail Verification and Supervision Program, Extra-judicial Measures Program, and Shoplifter Diversion, liaising with stakeholders such as VWAP and Legal Aid, and entering information into the Service's databases.

Sergeant Gillis is in charge of Court Services. Sergeant Gillis and Inspector Buehler are members of the OACP Justice Committee and the Ontario Association of Police Court Managers (OAPCM). Participation in these groups provided excellent information from other Services around the province on the issues germane to court security and case management. Sergeant Gillis attended the annual OAPCM conference.

In 2017, the Ministry undertook an extensive consultation process with their justice partners to review business processes and needs, including space and technical requirements, for a new Courthouse. Sergeant Gillis and Inspector Buehler represented the Service in the consultation process with the Ministry and Norr Architects, Engineers and Planners, who had been contracted to prepare a Functional Program and Planning Study for a new Courthouse to meet current codes, standards and future demands to 2047. Norr was contracted to provide a proposal for both standalone and consolidated Courts. We lobbied heavily from a staff and cost perspective, for a consolidated Court. The consultations were completed in August. Recent information is that a

consolidated Court was approved by Infrastructure Ontario. The process is moving to the next step with a projected completion date of 2022.

Two MAG initiatives will impact our Service in the coming year and beyond: changes to WASH court and a provincial MOU that intends to download disclosure and transcription duties to police. Changes in case law and jurisprudence around the right of the accused to bail and evaluating risk of release to the community are impacting the WASH court process (Weekend And Statutory Holiday). Full bail hearings are being run much more frequently than in the past. This creates staffing issues for the Service. Also, the Service is not able to meet the Court's expectations with respect to offering video appearances for sureties from the Station. This is a space and technology issue.

In June, a Framework Memorandum of Understanding (FMOU) was signed by MAG's Assistant Deputy Minister and the President of the OACP outlining additional and expanded disclosure expectations for police; the most onerous being the transcription of statements. An intention to download redaction responsibilities to police was intended as well, but did not become a part of the FMOU. It will undoubtedly be a future topic. The expectation that police provide additional and expanded disclosure creates a staffing capacity issue for the Service. At year end, the terms of the FMOU were still in discussion. The FMOU does not indicate, specifically, who will pay for the expected services. Police Services across the province are seeking to have MAG bear the cost of this work. While about a third of Services have adopted the FMOU as written, most have not. Peterborough Police will await clear direction on this before undertaking the work on a permanent basis.

A new program was undertaken by MAG in June of 2017. The Bail Verification and Supervision Program (BVSP) supervises individuals, 16 years and older, in the community who have been charged with a criminal offence, but do not have the social ties or finances to meet bail conditions. Operated by the Elizabeth Fry Society in Peterborough, the program proved to be very successful in its first 6 months, reducing the number of offenders kept in custody while providing them with a variety of supports, thereby reducing recidivism. This program has many corollary benefits for police. There were 68 people in the BVSP in December.

Cell capacity at OCJ is a safety concern for both Special Constables and prisoners. On a few occasions in 2017, prisoners were left at the PPS or OPP station to await their matters in Court, in order to mitigate risk. Meetings were held with representation from the Judiciary, the Crown, Defence Counsel, MAG and our Service to address this emerging issue. A variety of steps were taken (increasing video remands, increasing access to Counsel outside of Court, more consent releases, a protocol for how to manage prisoners left at or sent to police stations). These strategies seemed to have worked since June; however this is an ongoing issue that will require the cooperation of all stakeholders.

Staffing

A provincial grant covered \$891,115 of the cost of providing service in 2017. This covers the wages for the Sergeant and 10 Special Constables, the cost of the prisoner van, and prisoner meals. The remainder of the staff wages is drawn from the Service budget.

Staffing fluctuations continued to put pressure on the members of Court Services. With approval of the Board, an additional full-time Special Constable was added in June, bringing the complement to 13 full-time and 2 part-time. Three Special Constables left Court Services to move to new positions in the Organization (1 to Property and Evidence, 2 to Constable). Hiring new candidates took some time. Two Constables were unavailable for an extended period and eventually returned to Operations. These absences had tremendous impact on daily operations.

Constables from the Operations Division were not required to augment Court Services as frequently in 2017. Coverage was only required for 20 days (as opposed to 80 in 2016), and this was due largely to Special Constables being unavailable due to training.

Court Services continues to require periodic support from the ERT team when high risk prisoners appear in SCJ. In 2017, two trials required members from ERT; a combined total staffing commitment of 36 days.

Three Special Constables have been trained to provide support to either Evidence or Quartermaster, when available and not required in Court. They provided 71 days of support for those units.

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).

Fewer calls for service and crimes reported in 2017 resulted in fewer court briefs; a decrease of 8.6% over 2016. However, the overall trend over time has been substantial increase.

Court Briefs

Court Briefs	2014	2015	2016	2017	1 yr Decrease	4 yr Increase
	1872	2123	2398	2191	8.6%	17%

Special Constables continued to pick up and deliver court files from the Crown Attorney’s office in 2017. A MOU is in place that provides some compensation for this service. In the fall of 2017, MAG began the process of implementing a records management system (SCOPE) that will allow for electronic file transfer between the police and the Crown, thereby eliminating many paper files. This may recover some time for Special Constables in order that they may undertake other duties.

DNA/Fingerprinting

Special Constables continued to collect all court-ordered DNA samples. This is completed at 70 Simcoe Street. The incidence of court-ordered DNA samples has increased substantially every year. Special Constables also take fingerprints for all offenders in cells at the Station each morning before transfer to court. The reduced number is only a reflection of the reduction of offenders being held in custody. Out-of-custody fingerprints are not taken by Special Constables.

DNA Samples	2014	2015	2016	2017	1 yr Increase	4 yr Increase
	256	310	341	380	11.4%	48.4%

Fingerprints	2014	2015	2016	2017	1 yr Increase	4 yr Decrease
	225	255	144	184	27.8%	18.2%

Facility Issues

The outdated and overcapacity Court houses create a variety of issues for our members who work in these facilities:

- DNA is collected in a janitorial closet. There is no LiveScan fingerprint terminal.
- The public address system will not work in a power outage. This may negatively impact our ability to evacuate the building or call a lockdown in case of a fire or an intentional act of sabotage.
- SCJ is at a separate location; therefore we must staff 2 locations.
- In-custody offenders need to be transported from OCJ to SCJ for court appearances and trials.
- There is only a single cell at Superior Court, but 2 criminal Courts.
- There are multiple entrances at SCJ.
- There is no Magnetometer at SCJ. Metal detection is done by wandling.
- Special Constables no longer have locker space at the Station. An office was converted to a locker room at 70 Simcoe Street. There is a small space shared by male and female Special Constables that opens directly onto a public hallway.
- There is no staff lunch room and no staff washrooms.
- The Sergeant, 2 officers and Court Clerk share a very small office with inadequate space. There is no foyer or reception space for the public to attend to make inquiries, provide surety information, etc.

Youth Criminal Justice Statistics

The Youth Court Officer manages matters relating to youth in conflict with the law. The officer 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. The Youth Court Officer also manages the Service's participation in the adult Shoplifter Diversion Program, provides security coverage at SJC, and assists when available at OCJ.

Extra Judicial Measures

- 87 youth were referred to the John Howard Society, up 7% from 2016 (81), and 14% from 2015 (76). Of the 87 referred, 71 completed the program (82%). Two were unsuccessful and returned for charges. Fourteen referrals were awaiting completion at year-end.

Breakdown of Offences:

- Shoplifting: 28
- Assault: 14
- Break & Enter: 10
- Possession of Marijuana: 10
- Theft Under \$5000: 9
- Mischief under \$5000: 3
- Uttering Threats: 1
- Fraud Under \$5000: 1
- Other offences: 11

Youth Charge Summary*					
Offence	2013	2014	2015	2016	2017
Break & Enter	25	11	17	12	15
Theft of Vehicle	6	6	2	3	5
Theft from Vehicle	4	12	3	3	1
Mischief	37	44	36	31	6
Sexual Assault	11	2	9	13	2
Assault	45	62	36	29	33
Threatening	13	14	15	14	9
Possession of Stolen Property	31	18	15	9	9
Weapons	11	15	17	17	2
CDSA	18	4	13	10	7
Breach of Probation / Bail	129	140	121	91	25

	2013	2014	2015	2016	2017
Youth Charged	232	207	189	172	177
Total Charges Laid	414	379	367	396	114
Youth Sentenced to a Custodial Term	12	20	32	45	4

**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. Eligible candidates are referred to one of two local programs offered by The John Howard Society and the Elizabeth Fry Society. It is unclear why diversions were so low in 2016. They returned to previous rates in 2017.

Adult Shoplifter Diversion	2013	2014	2015	2016	2017
Male	29	41	43	28	39
Female	69	48	52	51	59
TOTAL	98	89	95	79	98

Property and Evidence Stores

Physical evidence can directly or indirectly lead to the resolution of a crime. Decisions about the laying of a charge in relation to a crime can be directly related to the quality of the physical evidence collected. Evidence Stores is the link in time between the collection of the evidence and the entering of that evidence in Court. Improper management or storage of evidence can not only affect the outcome of a case, but of the integrity of the Service as a whole. The recent news that the Halifax Police Service is unable to account for hundreds of drug and cash exhibits is an example. The conclusion that the exhibits were 'likely destroyed', as opposed to misappropriated, has not restored the public's faith in HPS. A well-managed Evidence Stores, operated by a qualified person, is an important component of organizational resilience.

In addition to evidence, the Property and Evidence Stores receives, holds, and returns or disposes of a large volume of property that is turned in to police. This includes items that were lost by the owner or that are turned in for disposal. Bicycles present one of the greatest challenges. Hundreds of found bikes pass through the police Property Stores each year. They are cumbersome to manage.

A number of initiatives to improve workflow, continuity, and risk management were undertaken in 2017:

- Property and Evidence Stores was managed by one Clerk in 2017, augmented by 2 Special Constables. Utilizing Special Constables as back-up and support has been highly successful. It ensures a trained person is always present and continuity can be maintained. It has had a significant impact in reducing the backlog. It is an excellent risk mitigation strategy.
- All members accessing the Property and Evidence Stores are now members of the International Association of Property and Evidence and access training and the SOPs developed by this accrediting organization.
- A purge of the liquor vault in Room 135 was completed in September.
- A bulk purge was completed in September where weapons and drugs slated for destruction were incinerated.
- A new Evidence Clerk took over the management of Property and Evidence in September. New processes were instituted. As a result, over 500 outstanding tasks were completed, bringing the evidence task list down to less than 50.
- A purge and reorganization of Drug Room 132 was completed in November.
- An audit of the safe in Room 131 was completed with no deficiencies identified. A deposit of SPMD funds was done in November.
- A new online auction system, Canada Police Auctions, was put in place. This is proving effective in reducing the workload of the Evidence Clerk and increasing the profitability of

the items sent to auction. A total of 153 bicycles were sent to auction. Total revenues between June and December of \$5,372.59 were submitted to the Board's Auction Fund.

- The notebook storage area on the roof was organized. Replacing cardboard boxes with plastic totes reduces the impact of temperature and humidity variation, ensuring the integrity of the notes is maintained.
- Over 4,055 items were logged onto Niche by the Evidence Clerk in 2017. This is an artificially low number due to a previous practice of allowing multiple items attached to one property tag.
- The 'bulk tag' process as previously mentioned was eliminated in 2017. This allowed for the implementation of a barcoding system and will improve the tracking of evidence and will facilitate the audit process.
- A new refrigeration unit that ensures proper storage and continuity of biological evidence was installed in evidence Room 144.

Purchasing and Quartermaster

All uniforms, equipment and supplies are purchased, stored, dispensed, and tracked by the Quartermaster (QM). The 2017 budget was \$220,600 (minus salary and benefits). Actual expenditure was \$239,684; an 8.7% overage. This can be largely attributed to overages for uniform purchases (\$23,733), printer ink and photocopying (\$10,764), body armour replacements (\$5,358), and office supplies (\$5,484).

The QM retired in January and the position requirements were revised to meet best practices in both policing and the private sector for inventory control and lifecycle management. A new job description and screening protocol were developed. A competition was subsequently undertaken and an external candidate with extensive experience was hired in August. Coverage was provided in the interim by a Special Constable, Sergeant Gandy and Inspector Buehler. The additional load on Sergeant Gandy cannot be understated. Regardless of our best efforts, it was a difficult period.

The QM hired in August quickly set about eliminating the backlog of required equipment and restoring supplies. She also began the process of developing a proper inventory system, utilizing our OSL software program. A Community and Justice Services student assisted with this process. Inventories were reduced and the available storage facilities were reorganized. The advantages of employing someone with the requisite skills became evident immediately.

The new QM joined the Police Cooperative Purchasing Group (PCPG). This provided immediate cost-savings and connected the Service to a network of QMs across the province. The QM attended meetings and the annual trade show, learning more about the police environment and equipment. She was introduced to the City Purchasing Administrator. She also worked in partnership with the Equipment Committee to ensure equipment purchased was functional and appropriate for our members. Efforts were made to centralize all purchasing as a best practice.

Unfortunately, the new QM resigned at the end of the year due to personal circumstances, and the process of searching for a new QM began again. A candidate from the previous search was successful in the screening process and began in February, 2018.

The churn in this position in 2017 put tremendous pressure on Sergeant Gandy and the Special Constable who provided periodic support. Over \$70,000 of surplus in the Support Services Division budget can be attributed to the wages not spent due to the employment gap for this position (although overtime accrued by those providing coverage has not been calculated or deducted).

The QM who worked from August until December with the assistance of a student made tremendous strides not only to eliminate backlog, but to implement improved inventory controls that will provide future cost savings. Lifecycle management of expensive purchases such as body armour, firearms, and conducted energy devices will be a future focus.

Policing and Professional Standards

Staff Sergeant Phil Davis was responsible for Policing and Professional Standards in 2017. In August, Staff Sergeant Jamie Hartnett was selected as his successor in preparation of Staff Sergeant's Davis' retirement early in 2018.

Staff Sergeant Davis completed 2 courses in 2017 in order to ensure the highest professional standards were adhered to and that the Service was managing investigations and policies in a manner consistent with current standards or, in the absence of standards, best practices. Staff Sergeant Hartnett attended the OACP Executive Forum.

The Service is a member of the Ontario Association of Law Enforcement Planners (OALEP). This organization provides excellent global insight and networking pertaining to planning, policy, budget, performance measurement, and research in law enforcement. In 2017, Staff Sergeant Davis hosted a one day seminar for OALEP members in Peterborough.

Complaint Summary

There were 34 complaints received in 2017; down 2% from 2016.

- 2 Service complaints (3 in 2016).
- 25 Public Complaints (29 in 2016).
- 9 internal complaints (7 in 2016).
- Of these 34 complaints
 - 8 were deemed unfounded
 - 12 required no action
 - 2 were withdrawn by the complainant
 - Therefore, 22 of 34 (65%) were of no consequence.
 - 8 were handled through informal discipline
 - 2 were found to be of a serious nature and ordered to a hearing
 - Therefore, 10 of 34 (30%) required redress.
 - 2 are pending resolution or disposition.

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

A Divisional goal was to have all police investigations completed within 60 days. This goal was met with one exception.

Police Act Hearings

There are now 2 ordered hearings underway; one of which is from 2014, the other is from 2016. The officer involved in the matter from 2014 has been off work for an extended period, therefore this matter is in abeyance until his return. The officer has 2 other matters pending that will likely

also require a hearing. With respect to the incident from 2016, the hearing was just ordered in 2017.

Collection of Identifying Information in Certain Circumstances (O. Reg. 58/16)

This regulation relates to ‘street checks’, as they came to be known. The regulation was enacted to prescribe protocols for the collection and storing of information when police approach an individual and ask for identification proactively. Three incidents that met the requirements of the regulation resulted in ‘Street Checks Cards’ in 2017. Two cards were issued according to the requirements. One did not fit the criteria, as a criminal investigation was underway. There were no complaints received by our Service with respect to the 3 cards.

Special Investigations Unit (SIU)

The SIU invoked their mandate twice in 2017. Both matters were still in their hands at the end of the year.

Section 11 Investigations (O. Reg. 267/10)

The Chief of police conducts an administrative investigation into any incident for which the SIU is involved. The administrative investigation is intended to examine the policies of, and services provided by the police service along with the conduct of its police officers. The Section 11 investigation for the 2 aforementioned matters will not be commenced until the SIU concludes their investigation. One Section 11 report was completed in 2017. No policy violations, training deficits or PSA violations were identified in that matter.

Civil Actions

Lawsuits against police officers or the Service are commenced by plaintiffs for a variety of reasons, including allegations of false arrest, excessive use of force, negligent investigation, misfeasance in public office, and Charter of Rights violations. There were 2 new civil matters in 2017. Four previous actions were still outstanding. Two matters were resolved.

Positive Feedback

Members of the Service have thousands of interactions with citizens annually. Often, the interaction results in positive acknowledgement for the service provided. Positive feedback given in person, on the telephone, or via social media is not formally tracked. Gratitude expressed in writing through letters, cards, and emails are tracked. The Service received 86 letters, cards, or emails of thanks in 2017.

Policy Review

Policy review and revision is a crucial part of an effective policy and procedure management plan. Policies and procedures are living documents that should adapt with new laws and

regulations, new systems or technology, or evolving standards or best practices. While the core elements of policy may stay the same, the details are likely to change.

Outdated policies may result in inconsistent practices and can leave the organization at risk. It is the goal of the PSU to regularly review policies and procedures to ensure consistency and effectiveness. A Divisional goal of 12 policy reviews was set for 2017; 16 reviews were completed:

- LE – 006 Criminal Investigation and Major Case Management
- LE – 017 Traffic Management, Enforcement and Road Safety
- LE – 019 Firearms – Found, Turned-in for Destruction, Stolen or Smuggled
- LE – 020 Collection, Preservation and Control of Evidence and Property
- LE – 037 Sudden Death and Found Human Remains
- LE – 040 Parental and Non-Parental Abductions
- LE – 059 Court Packages, Trial Preparation and Case Disposition
- LE – 067 Scenes of Crime Officer Program
- AI – 023 Promotional Procedure
- AI – 025 Performance Management System
- AI – 027 Paid Duty Assignments
- AI – 030 Travel Meal and Course Expenses
- AI – 031 Complaints
- AI – 043 Range Training Rules
- AI – 045 Financial Policy
- AI – 066 Social Media

The Professional Standards officer also ensured the Service was compliant with the Accessibility for Ontarians with Disabilities Act.

Joint Health and Safety Committee

The *Ontario Occupational Health and Safety Act* (OHSA) require a Joint Health and Safety Committee comprised of at least 4 members in organizations with more than 50 workers. The Service's Joint Health and Safety Committee (JHSC) is comprised of 2 'worker' representatives (PC Mark Ballantine, DC Josh McGrath), 2 'employer' representatives (Inspector Smith, Inspector Buehler) and Human Resources Manager Karen Howran. Minutes and records for the JHSC are kept by Marnie Ayotte, Executive Assistant. Together, they are committed to improving health and safety conditions in the workplace. Potential health and safety issues are reported, reviewed and remedied. Inspections are done at least monthly.

The JHSC is well advised on current and emerging health and safety issues through membership with the Public Services Health and Safety Association (PSHSA), which is funded by the Ministry of Labour. PC Ballantine is the Treasurer for the PSHSA. Quarterly meetings are held at various locations around the province. In August, the JHSC hosted a well-attended meeting of the PSHSA membership at the Peterborough Airport.

The JHSC held 4 meetings in 2017, thereby meeting the requirements of section 9 (33) of the OHS Act and the Service's policy. To meet the certification requirements of the OHS Act, members of the Committee will need training in 2018.

Information Technology & Systems Support Unit

The Police Service's service-level agreement with Peterborough Technology Services (PTS) provides 2,900 hours of IT technical and management staff support. One full-time support person works at the Station. From the remaining hours, PTS provided the Service with IT support from 11 IT staff that included the following skill sets: with the remaining hours dispersed across a cadre of IT 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

Jamie Hagg, PTS Manager of Information Technology, and Inspector Buehler met frequently in order to relay information about all IT issues.

2017 Highlights

IT Infrastructure Upgrades

Improvements to core IT infrastructure continue to be a priority. Infrastructure upgrades in 2017 included:

- Replication implemented to improve the backup and recovery system.
- Ongoing participation on the OPTIC and OACP IT Committee's to share knowledge and to participate in co-operative projects.
- Assisted with the implementation of the OSL performance management module.
- Improved inventory management by implementing a Barcoding system
- Replacement of desktop and laptop computers as part of normal replacement schedule.

Part of the IT management role that PTS provides is the management of the IT operating and capital budgets. PTS was able to realize cost savings for the Service on a number of initiatives by leveraging pricing available through competitive bids that were issued by the City and Peterborough Utilities.

2018 Projects

- Co-ordinate the replacement of the primary Firewalls and associated modules as a part of ongoing improvements to security and infrastructure.
- Replace the network switches as a part of the ongoing improvements to network infrastructure.
- Assist with the implementation of the MAG RMS SCOPE.
- Assist with the implementation of the Hexagon system.
- Continue to work with OPTIC to implement improved and enhanced security policies and technologies to comply with RCMP requirements.

Challenges

IT Staff Resources

The demand for IT staff resources continues to increase. PTS is attempting to make improvements to the IT infrastructure and business processes. To be more efficient and spend less time on “keep the lights on work”, PTS will be working with police to implement a project prioritization process. The Service may find it beneficial to utilize other PTS resources, such a Business System Analyst that has the expertise in working on major systems and application projects.

PTS is currently in the process of conducting a service desk pilot which will include a formal Helpdesk for the City and Peterborough Utilities. The intent is to improve efficiencies and enable PTS staff to allocate more time to project work. Upon successful implementation at the City and Utilities, the Peterborough Police Service and PTS will have discussions to see if the Service Desk would be beneficial to the Police Service.

IT Security

IT Security is one of the top challenges and risks for all organizations and it is especially important for law enforcement. This will continue to be a focus in 2018 as PTS works with the Service to adhere to OPTIC, RCMP and industry best practices.

Server Room Space

The server room at the station is very close to capacity. There is a risk that there will be no available space for new equipment needed for future projects. The office space utilized by PTS staff is also at capacity. The office could be repurposed for more server and equipment space; however an alternate office will be required. Neither of the rooms has the independent temperature control required to keep the equipment cool. Overheating can cause damage. Alarms notify of overheating and can result in staff being called out to manage the situation.

Records Management Unit

Authored by Sergeant M. Gandy

The Records Management Unit (RM) provides administrative support to the Operations Division, the Investigative Services Division and Court Services, along with providing service to a variety of external stakeholders including all levels of government, members of the legal community, local businesses, and members of the community.

Duties include:

- Responding to all telephone calls from the public.
- Responding to FOI requests.
- Completing police records checks.
- Issuing insurance confirmation letters.
- Managing the taxi and limousine licencing process.
- Managing the alarm by-law process.
- Managing the scheduling and payment of pay duties.
- Completing all federally mandated statistical reporting.
- Registering members of the Service for training and maintaining training records.

Additionally, RM is responsible for the validation of all entries into databases including Niche RMS, CPIC and CJIM, in keeping with provincial and federal data sharing standards, best practices, and legislated requirements. The importance of the accurate validation of records cannot be understated. Undetected errors can result in wrongful arrests, lawsuits, and a loss of organizational integrity and public confidence. A data quality audit completed by OPTIC in 2017 concluded that the RM work met or exceeded all standards.

The Records Management Unit consists of 10 members:

- Freedom of Information Analyst
- CPIC Validator
- Niche Validator
- Court Validator
- Warrants Clerk
- Records Management and Training Clerk
- Switchboard Operator
- 2 General Inquiry Clerks
- 1 Sergeant

The RM has responsibility for the majority of functions that bring revenue into the Service (other than grants). In 2017, over \$191,228 was generated, not including fees associated to pay duties. Criminal record checks, completed by General Inquiry, accounted for \$153,522 in revenue. There is potential to increase revenue associated with criminal record checks.

Despite high turnover in RM in 2017, a variety of improvements were made to work processes that will improve efficiency. The members of this team transitioned many data collection, transfer and storage methods to electronic format. Dual computer monitors were purchased for each work station to improve speed and accuracy. Additionally, ergonomic assessments were provided to each member of the unit to ensure workstations minimized risk of injury and maximized productivity.

Training

All positions save 2 (Switchboard, Sergeant) had at least one change in staff in 2017. This amount of change in the section created tremendous pressure to provide internal and external training to manage workload and mitigate risk. Training requirements were not fully met for all positions in 2017 and will carry over into 2018 and likely beyond to ensure organizational resilience. Attempts to provide cross-training were unsuccessful due to staff shortages and workload capacity.

Internal Training

- 1 new member was trained in the CPIC Validator position
- 1 member trained in the Niche Validator position
- 2 new members trained in the General Inquiry position
- 1 member was trained to cover for the Warrants Clerk leave
- 1 member trained in FOI
- 1 new member trained in Data Entry

External Training

- 2 members attended the Advanced CPIC Query Course at OPC
- 1 member attended CPIC Terminal Operator Course
- 2 members completed the online CPIC course through CPKN
- 2 members completed the Critical Incident Scribe course through CPC
- 2 members attended the FOI Conference
- 2 members attended the LEARN conference
- 1 member attended LRA/PKI training at Orillia OPP
- Ongoing participation in LEARN InfoShare meetings

Memberships

Memberships provide opportunities for networking and support from other agencies to ensure adherence to standards or best practices and efficiencies are achieved through maintaining current work processes.

- Representation on the provincial OPTIC Enhancement Committee
- Executive member on the provincial Freedom of Information Police Network (FOIPN)
- Executive member on the OACP CPEG: Law Enforcement and Records (Managers) Network (LEARN)

- Member of the Ontario Law Enforcement Risk Management group

Statistical Information

The following statistical information represents some of the work done in the Records Management Unit:

CPIC Validation

CPIC Validation	2013	2014	2015	2016	2017
Probation Orders – Adult	243	285	265	240	234
Probation Orders – Youth	6	15	7	4	3
Weapons Prohibition Orders	240	218	233	232	253
OIC and Recognizance Orders	650	764	545	602	476
Address Changes	1,075	1,065	1,357	975	989
Non-Communication Orders	204	226	222	239	236
Special Interest	61	45	174	40	86

Alarms

The Service responded to 707 alarm calls in 2017, a decrease of 31% from 2016. This impacted cost recovery revenue, which was down \$3,950 from 2016.

Alarm Fees	2013	2014	2015	2016	2017
Alarm Calls	947	641	695	759	707
Registration Fees	\$7,600	\$8,550	\$8,200	\$8,500	\$5,200
Suspension Fees	\$4,950	\$3,150	\$4,100	\$4,100	\$3,450

Warrants

The number of received and executed warrants rose again significantly in 2017; there was a 23.6% increase in warrants received and a 24.7% increase in warrants executed. These numbers have been climbing at a similar rate every year for the past 3 years. The Service continues to make efforts to review outstanding warrants and concerted efforts to locate the subject of the warrant and execute the warrant. Stale warrants are returned to the Crown Attorney for review to be extended or rescinded.

In 2017, charge dispositions were entered in real-time through the RCMP's CJIM program. The RCMP has downloaded responsibility for the entry of older dispositions to police services. Our Service has thousands to enter. The bulk of that work will be undertaken in 2018.

Warrants to Arrest	2013	2014	2015	2016	2017
Warrants Received	534	516	629	800	989
Warrants Executed	452	468	573	664	828
Warrants Rescinded	79	55	41	58	58

General Inquiry

The Service has a General Inquiry Clerk in both the Peterborough and Lakefield station. These Clerks greet and serve those who attend the stations for a variety of services including criminal record checks, taxi and limousine licencing and some aspects of the FOI transaction. They also are responsible for managing all on-line criminal record checks and in 2017, managing the petty cash for the Service. The Criminal Record check function comprises the majority of their work. Periodically, staff conduct off-site (customer location) workshops, especially at Trent University, Fleming College, as well as sport and volunteer agencies. These workshops are well received and very successful in processing large volumes of applications

The total number of Criminal Record checks completed in 2017 was 13,395. This was an all-time high and an increase of 21% in overall volume from 2016. A student working in General Inquiry has developed an improved tracking process for Criminal Record checks. A full year's worth of data will be available for 2018.

Increasing demand for vulnerable sector checks and volumes of individuals in the database resulted in the requirement to fingerprint more applicants to verify identity. This increases the cost of the service provided (offsetting revenue), and decreases customer satisfaction due to the necessity for the individual to pay an unexpected, additional fee and return on another day. A business case was presented to the Board in January, 2018 to purchase a desktop LiveScan system and to increase general fee rates to ensure an equitable fee schedule for all applicants. A decision is pending.

Criminal Record Checks (All)	2013	2014	2015	2016	2017
Volunteer	6,827	5,286	5,986	7,522	8,974
Employment	2,336	2,456	2,912	3,465	4,421
TOTAL	9,163	7,742	8,898	10,987	13,395

On-line – Criminal Record Checks <i>*beginning May 2015</i>	2015	2016	2017
Volunteer	211	517	573
Employment Purposes	200	423	470
TOTAL	411	940	1,043

Taxi, Limousine & Tow Licensing

The bylaw to regulate, license and govern the owner and drivers of tow trucks, was enacted by the Police Services Board in 2017, therefore there are no comparison statistics for previous years.

Taxi Licences Issued	2013	2014	2015	2016	2017
New Drivers	25	41	38	38	41
New Owners	0	0	0	0	0
Driver/Owner Renewals	188	171	186	186	172

Limousine Licences Issued	2013	2014	2015	2016	2017
New Drivers	46	8	9	16	15
New Owners	8	3	1	1	3
Driver/Owner Renewals	39	31	29	29	41

Tow Licences Issues	2017
New Drivers	7
New Owners	0
Driver/Owner Renewals	20

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	2013	2014	2015	2016	2017
	48	32	33	37	31

Freedom of Information

Type of Request	2013	2014	2015	2016	2017	% change
FOI Requests	167	170	218	230	218	-5.2
FOI Appeals	0	2	4	8	1	-87.5
Family Court Orders *	69	47	60	61	52	-14.75
Court Production Orders for Police Records***	8	14	14	14	6	-57.1
Probation & Parole	507	518	537	610	618	1.3
Criminal Injuries Compensation Board	79	57	72	58	52	-10.3
Correctional Services Canada	31	19	20	28	25	-10.
Regional Coroner & Attending Coroner	103	95	113	105	132	25.7
Parole Board of Canada	**	16	6	14	7	-50
Other	26	11	50	41	43	4.9
General Correspondence	19	35	31	30	31	3.3
TOTAL	1025	984	1125	1199	1185	-1.2

* 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)

‘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	2013	2014	2015	2016	2017
In excess of the \$5 FOI Fee (HST excluded)	\$1,539.25	\$715.40	\$3,782.60	\$881.90	\$835.90

Data Entry

The Data Entry team consists of 4 full time and 2 part-time members who report to the Records Management Sergeant. Each full time member is assigned to a platoon to provide real-time data entry for officers 24/7/365. Their work includes:

- Entry of all reports entered into the Niche RMS in accordance with RCMP Data Quality Standards.
- 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 2017, the Data Entry team inputted 22,267 police reports, representing an 8.5% increase over 2016 and a 12% increase over the last 5 years.

Police Report Entry	2013	2014	2015	2016	2017
Arrest Reports	2,146	2,235	2,382	2,514	2,483
Missing Person Reports	162	145	165	170	397
Sudden Death Reports	102	99	102	112	129
General Occurrence Reports	7,282	6,859	6,418	6,912	6,844
Supplementary Reports	9,484	9,067	9,854	10,715	12,353
Street Checks	763	810	797	87	61
TOTAL	19,939	19,215	19,718	20,510	22,267