



# ANNUAL REPORT

2014



## Vision

By building upon our proud traditions, we, the members of the Greater Sudbury Police Service provide exemplary service and ensure a safe and healthy community through innovation, collaboration and leadership.

## Mission

Our citizens and our members take pride in a city where all people can build safe and healthy lives, where business is conducted in a secure marketplace, and where young people grow and learn in environments free from risk and fear.

## Our Values

Proudly, we stand together, accountable to each other and to citizens we serve, pursuing our vision while living our “rich” values:

# OUR COMMUNITY ~ OUR COMMITMENT

## RESPECT

our actions demonstrate our respect for the community and our organization

## INTEGRITY

we perform our duties with high ethical and moral standards

## COMMITMENT

we are dedicated to serving the needs of our community and organization

## HONESTY

we are truthful, open and fair



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## CHIEF'S MESSAGE

As Chief of Police I am pleased to present Greater Sudbury Police Service's 2014 Annual Report. I would like to acknowledge the leadership of our Police Services Board that helped guide our direction.

While this is our report to our Police Services Board it also informs our community about the great work being done daily by our members.

I am proud to highlight that 2014 saw many significant accomplishments for Greater Sudbury Police Service including awards from the Ontario Association of Chiefs of Police. We were recognized by receiving the Liquor Enforcement Project Award and Responsible Alcohol Service Licensed Establishments of the Year Award. We also received the prestigious International Association of Chiefs of Police Civil Rights Award, honourable mention for the trail blazing work done with our Transgender Community.

It was an honour to take part in the Bridge Dedication recognizing Sergeant Laurier Quesnel who gave his life in the line of duty in 1965. It was also a privilege to pay tribute to our proud traditions by naming our boardroom in honour of retired Chief Alex McCauley for his many contributions and unwavering commitment to the Police Service.

Through a collaborative approach with our partners, "Community Safety and Well-Being" came to life in 2014 as funding allowed us to build the framework for "Community Safety and Well-Being" planning.

Looking back on my first year as Chief, I am truly privileged to lead such a talented group of men and women and look forward to what 2015 brings.

Best Regards



Paul Pedersen  
Chief of Police



## GREATER SUDBURY POLICE SERVICES BOARD

The Greater Sudbury Police Services Board has five members: two Provincial appointees, two Municipal Council members, and one member of the community as appointed by Council.

The Board provides direction and guidance on policy matters to the Greater Sudbury Police Service while ensuring that adequate and effective police services are provided in accordance with the needs of the municipality.

As civilian community members who represent the public's interests, the Police Services Board is committed to a high quality of community-based policing and excellence in police governance. The Board recognizes the challenges to law enforcement created by a changing environment, demographic shifts, emerging technologies and evolving crime trends and patterns.

With the support of the citizens of Greater Sudbury, the Police Services Board is confident of meeting future policing challenges in the years ahead.



Gerry Lougheed Jr.  
Board Chair



Brenda Spencer  
Vice Chair



Ron Dupuis  
Board Member  
Councillor



Marianne Matichuk  
Board Member  
Mayor



Toula Sakellaris  
Board Member

# Police Services Board

## Chief of Police

### Deputy Chief of Operations

Administrative Support  
 Courts  
 Communications Centre  
 Property / Evidence

Criminal Investigations  
 General Investigations  
 Sexual Assaults  
 Fraud  
 Intelligence  
 Drugs  
 Break Enter and Robbery Unit  
 Cyber Crime  
 Asset Forfeiture  
 Biker Enforcement  
 Forensic Identification  
 Missing Persons  
 Crime Analyst  
 Domestic Violence  
 Seniors Liaison  
 Crime Stoppers  
 Firearms Officer  
 Intelligence Analyst

Operational Support  
 Emergency Preparedness  
 Special Events Planning and Security  
 Search & Rescue  
 Public Order Unit  
 Tactical Unit  
 Traffic Management Unit  
 Labour Liaison  
 Alternative Response Unit  
 Auxiliary Unit  
 Volunteers  
 Collision Report Centre

Patrol Operations  
 Uniform Patrol  
 Urban / Rural Community Response  
 Community Policing  
 Community Based Storefronts  
 Community Mobilization  
 Crime Prevention  
 School Resource Officers  
 Youth Education Coordinator

### Superintendent Executive Services

Professional Standards

Corporate Communications

Media Relations

Planning & Research

Uniform Crime Reporting

Diversity / Inclusion

Aboriginal Liaison

Business Planning

Quality Assurance

Audit

Risk Management

### Chief Administrative Officer

#### Corporate Services

Human Resources  
 Recruiting  
 Health and Safety  
 Payroll  
 Benefits Administration  
 Health and Wellness  
 Freedom of Information  
 Customer Service

Materials Resources  
 Financial Services  
 Purchasing  
 Fleet Management  
 Property Management  
 Facilities  
 Quartermaster Stores

Central Records  
 Records Management  
 Canadian Police Information Centre  
 Transcribing  
 False Alarm Reduction Program

Information Systems / Technology

Training / Professional Development



# CHIEF OF POLICE SEARCH

After a four month intensive search, the Greater Sudbury Police Services Board announced that Paul Pedersen was selected as the new Chief of Police for the Greater Sudbury Police Service. Chief Pedersen was sworn in on May 5th, 2014.

Paul, with more than 34 years of exceptional police experience, served in progressively senior leadership positions with the York Regional Police Service including, but not limited to, Investigative Services, Uniform and Community Services and was well known for his contribution to police education.

Chair Gerry Lougheed Jr. remarked that Paul stood out in the competition as a strong leader, futuristic thinker, and a person who can work with diverse groups.

Paul holds a Masters of Public Administration from Western University along with a diploma in Adult Education from St. Francis Xavier University. He is also a graduate from the Rotman School of Management Police Leadership Program and was a participant in the Police Executive Forum taught by Harvard University professors. In 2009, he attended the National Police Improvement Agency in England where his academic research included community policing and a strategic review of policing. He holds a Certified Municipal Manager Police Executive Level 3 Designation and is a proud recipient of the Queen Elizabeth II Diamond Jubilee medal.

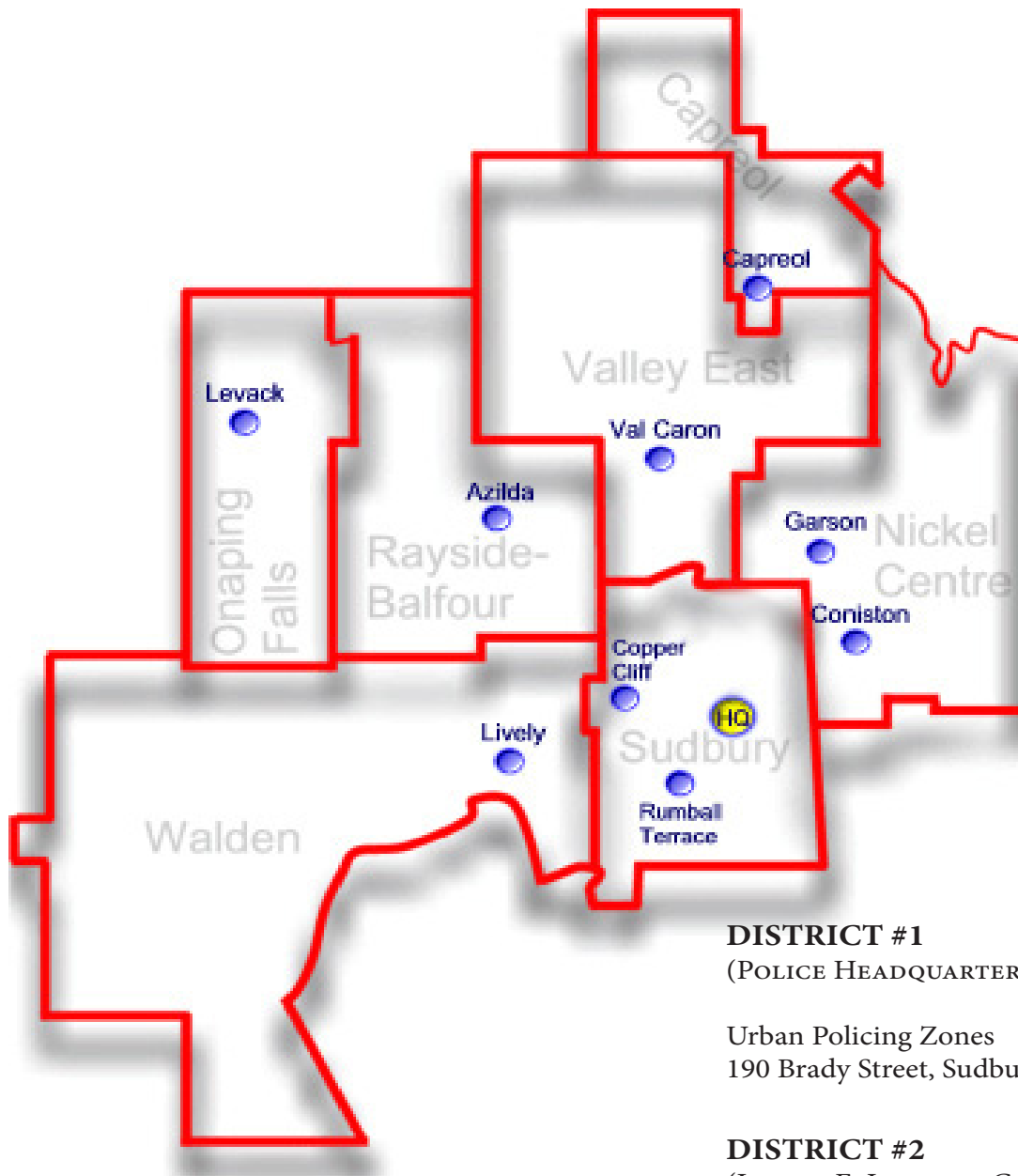
Paul is known for his contributions to many activities and organizations such as the Special Olympics Summer Games, Youth Challenge International, YMCA Strong Kids Program, Iron Cops for Cancer, and the Soup Kitchen.

## POLICING AREA AND FACILITIES

The Greater Sudbury Police Service serves 160,274 people residing in the City of Greater Sudbury, which covers a total land area of 3,354.34 square kilometers. When including 233 named lakes within its municipal boundaries, the total area of the City is 3,627 square kilometers.



Sources:  
2011 City of Greater Sudbury Census



### **DISTRICT #1**

(POLICE HEADQUARTERS)

Urban Policing Zones  
190 Brady Street, Sudbury

### **DISTRICT #2**

(LIONEL E. LALONDE CENTRE)

Rural Policing Zones /  
Collision Reporting Centre  
239 Montée Principale, Azilda

### **COMMUNITY INFORMATION OFFICES**

59 Young Street, Capreol  
62 Second Avenue, Coniston  
7 Serpentine Street, Copper Cliff  
3547 Falconbridge Road, Garson  
55 Levack Drive, Levack  
135 Regional Road 24, Lively  
1960 Paris Street, Sudbury  
4040 Elmview Drive, Val Caron



# 2014 HIGHLIGHTS

## CERTIFICATE OF ACHIEVEMENT FOR PHASE ONE OF THE i3 CONSULTING MODEL

The Greater Sudbury Police Service received the Certificate of Achievement for Phase One of the i3 Consulting Model on June 11th, 2014. Offered through the Public Services Health and Safety Association (PSHSA), subject matter experts provide assistance within the workplace in order to develop and/or enhance Health and Safety Programs. The i3 consulting model takes an interactive approach at assessing an organization's Health and Safety requirements as well as their challenges in

## ONTARIO ASSOCIATION OF CHIEFS OF POLICE LIQUOR ENFORCEMENT PROJECT AWARD

The Greater Sudbury Police Service received the 2014 Ontario Association of Chiefs of Police Outstanding Liquor Enforcement Award by the Ontario Association of Chiefs of Police for projects that promote public safety through effective liquor enforcement initiatives. Sponsored by the Alcohol and Gaming Commission of Ontario, the award recognizes excellence and innovation in liquor enforcement by a police agency with fewer than 500 employees. The Greater Sudbury Police was honoured for a project involving Laurentian University, Cambrian College and Collège Boréal.



## BRIDGE DEDICATION IN HONOUR OF FALLEN OFFICERS



On the 25th of October the Service proudly paid tribute to Sergeant Laurier Quesnel when the Bridge at the Estaire Road Interchange on Highway 69 was officially dedicated in his memory. Sergeant Quesnel was killed in the line of duty on the 14th of October, 1965.

## THE GREATER SUDBURY POLICE PIPE BAND



In 2014, the Greater Sudbury Police Pipe Band celebrated its 25th year of service. The Pipe Band continued to be an invaluable ambassador for the Police Service and proudly and faithfully represented the Service at community events both in Greater Sudbury and elsewhere including the Police Memorial in Ottawa. The Pipe Band attended 36 events in total during the year on behalf of the Service.

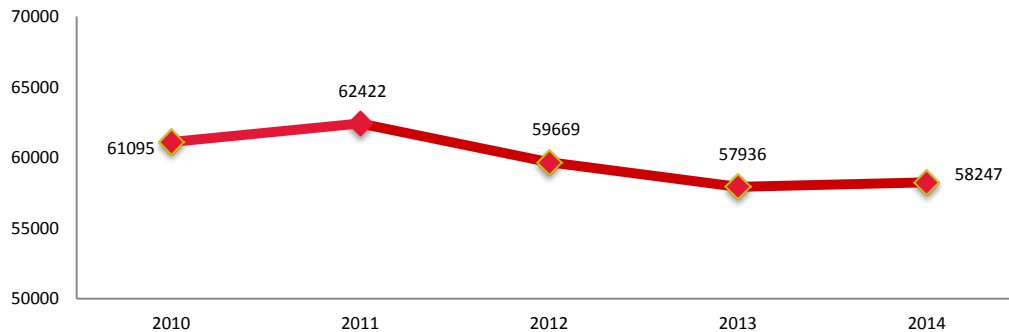


## ROOM NAMING CEREMONY IN HONOUR OF RETIRED CHIEF OF POLICE ALEX McCAULEY

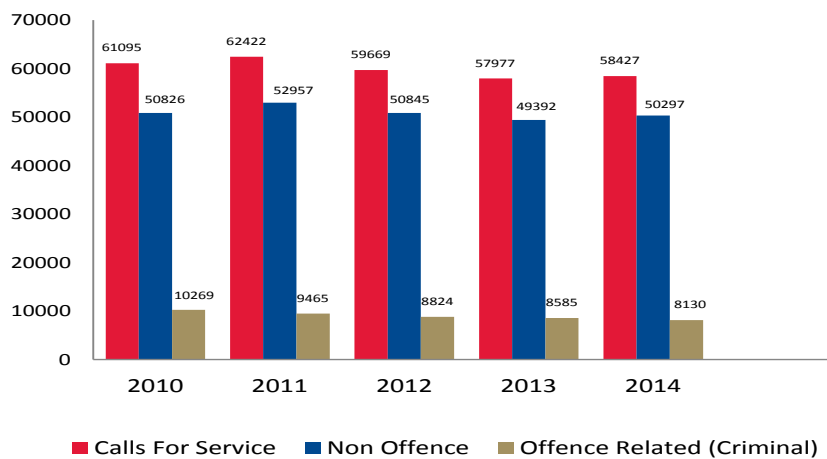
In October 1994 Alex McCauley was sworn in as the Service's third Chief of Police. His tenure lasted a period of close to eight years with his retirement in July 2002. During his time as Chief, Alex was a lead advocate for acquiring a new building for Police Headquarters, a priority for the Service for a number of years. After many years of planning, designing and constructing, 190 Brady Street, Sudbury became the new Headquarter facility with the integrated Administrative and Operational activities onto one site. In keeping with the Service's Mission, Vision and Value of respecting our proud traditions, the Police Services Boardroom was named the Alex McCauley Boardroom in honour of his many contributions and unwavering commitment to the Sudbury Police Service which has served as a lasting legacy for the members of our Service.

## 2014 STATISTICAL HIGHLIGHTS

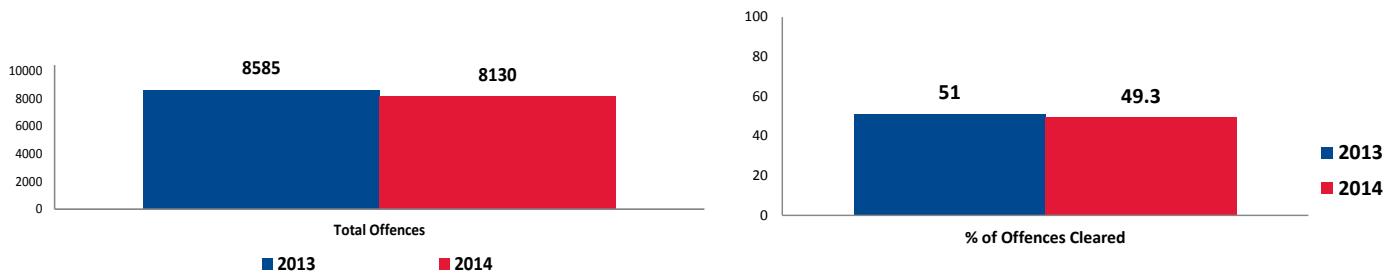
### CALLS FOR SERVICE – FIVE YEAR TRENDS



### CALLS FOR SERVICE OFFENCE VS NON-OFFENCE



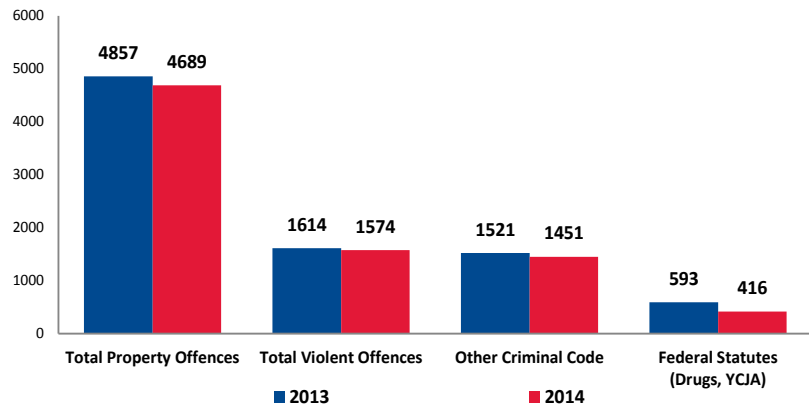
### TOTAL OFFENCES AND CLEARANCE RATES



Clearances are not always recorded in the same calendar year the offence was reported.  
Offences are scored in accordance with UCR Reporting Rules which captures the most serious violation within a particular incident.

## OFFENCES BY MAJOR CRIME CATEGORY

Property offences include break and enter, theft, theft of motor vehicle, possession of stolen goods, fraud, arson and mischief. Violent offences include homicide, attempt murder, sexual violations, deprivation of freedom, criminal harassment, threatening and robbery. Other Criminal Code includes offensive weapons, child pornography, prostitution, gaming, bail violations, counterfeit money and breaches. Federal Statutes include drugs and Youth Criminal Justice Act.



Property offences are down 3.5%

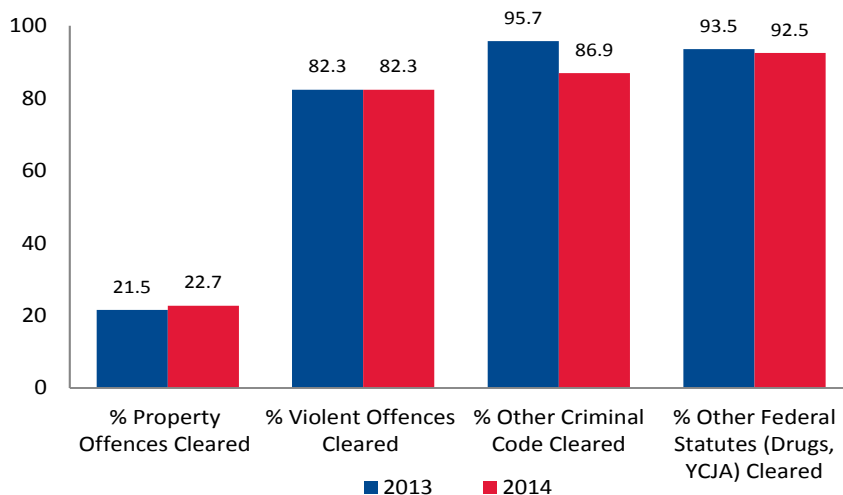
Violent offences are down 2.5%

Other Criminal Code offences are down 4.6%

Federal Statutes are down 29.8%

Offences that are investigated and deemed to be unfounded are not included

## MAJOR CRIME CATEGORY CLEARANCES



Violent Crime clearances are higher as in the majority of the incidents, the offender is known to the victim.

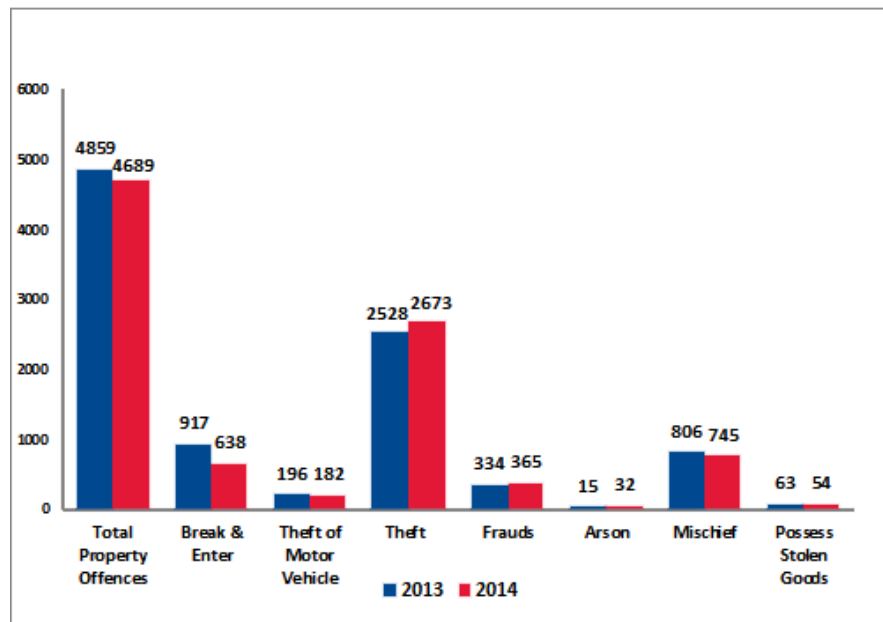
Property crimes are difficult to solve due to the lack of evidence, witnesses and forensics.

The majority of other criminal code offences are bail violations, breaches or failing to attend court where the offence or warrant comes to the attention of the police due to another investigation.

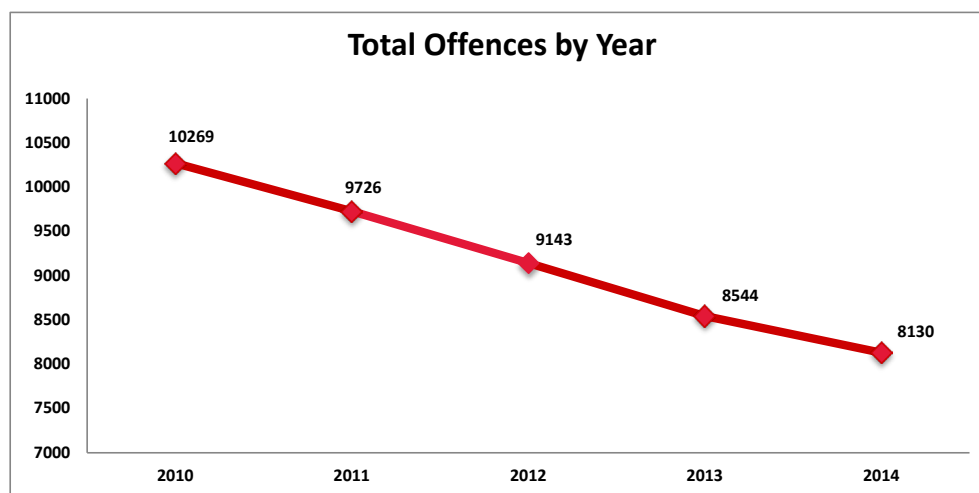
## PROPERTY CRIME OFFENCES

*Many multi-jurisdictional frauds involving credit cards end up with charges being laid elsewhere.*

*Shifts in numbers are indicative of the changing nature of crime.*



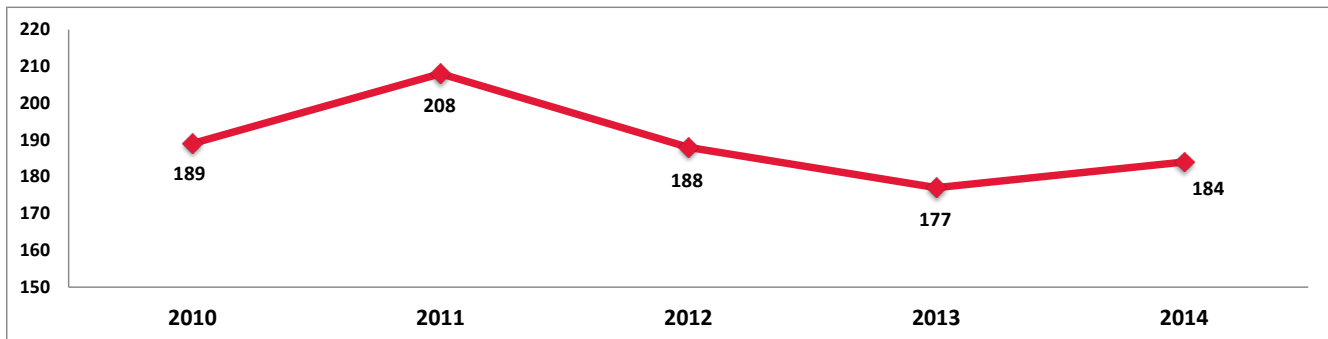
## FIVE YEAR TREND ANALYSIS



*Downward trend is consistent across Canada.*

*Numerous factors can contribute to fluctuations in crime statistics (citizens not reporting crime, enforcement driven crime, age demographics, crime prevention strategies).*

## IMPAIRED DRIVING OFFENCES



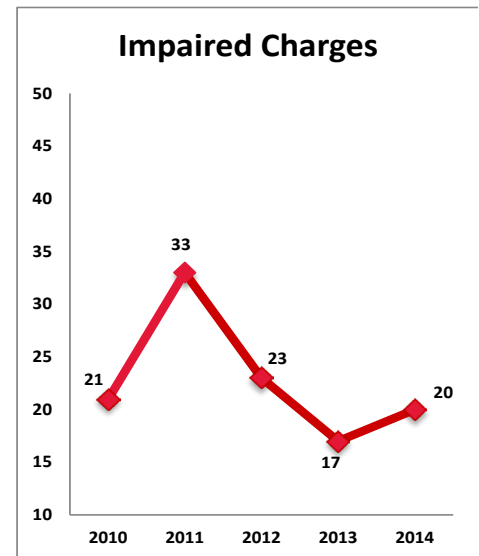
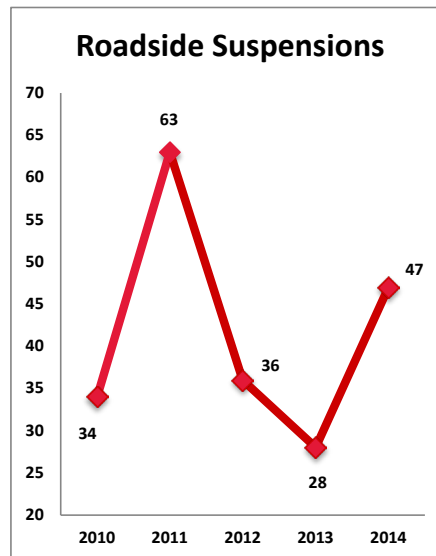
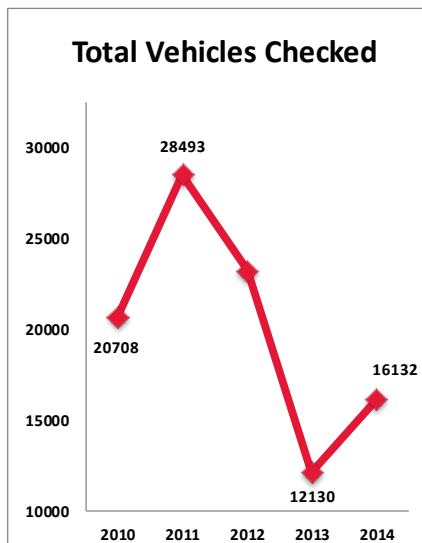
Comparing 2013 to 2014:

Increase of 4%.

Implementation of Drug Evaluation Program and Standard Field Sobriety Testing now able to identify drug impaired drivers.

Partnerships to reduce impaired driving: MADD; Operation Outlook; Impact.

## R.I.D.E. PROGRAM



Comparing 2013 to 2014:

Increase of 33% vehicles checked.

Increase of 6.8% roadside suspensions.

Increase of 17.6% impaired drivers identified in RIDE.

Increased public awareness, social media and different modes of transportation has impacted the number of vehicle stops conducted.



## EXECUTIVE COMMAND TEAM

The Executive Command Team (ECT) consisting of Chief Paul Pedersen, Deputy Chief Allan Lekun and Sharon Baiden, Chief Administrative Officer work collaboratively in implementing the operating philosophy and corporate direction of the Service. Ensuring the Vision, Mission and Values of the organization are honoured; we are committed to bringing to life “Our Shared Commitment to Community Safety and Well-Being”. Through our work with the Police Services Board, the entire Greater Sudbury Police Service team, community partners and members of our community, the Greater Sudbury Police Service is a proud leader in law enforcement. Our passion for policing and assurance to provide the highest level of safety and security in Sudbury is a top priority. We are all proud Members of the Order of Merit of the Police Forces and strive for excellence in service through transparent, fair and accountable business practices.

The Executive Command Team is extremely proud of the many successes achieved in 2014. We sincerely thank the GSPS Team for their incredibly dedicated efforts, the Police Services Board for their sound oversight of the Police Service, City Council for their support, our policing partners for their continued teamwork and to the members of the Sudbury community for their confidence.

# CORPORATE SERVICES

TRAINING  
MATERIALS  
CUSTOMER  
CENTRAL

BRANCH  
RESOURCES  
SERVICE  
RECORDS

FINANCIAL SERVICES

INFORMATION SYSTEMS

Fleet And Facilities



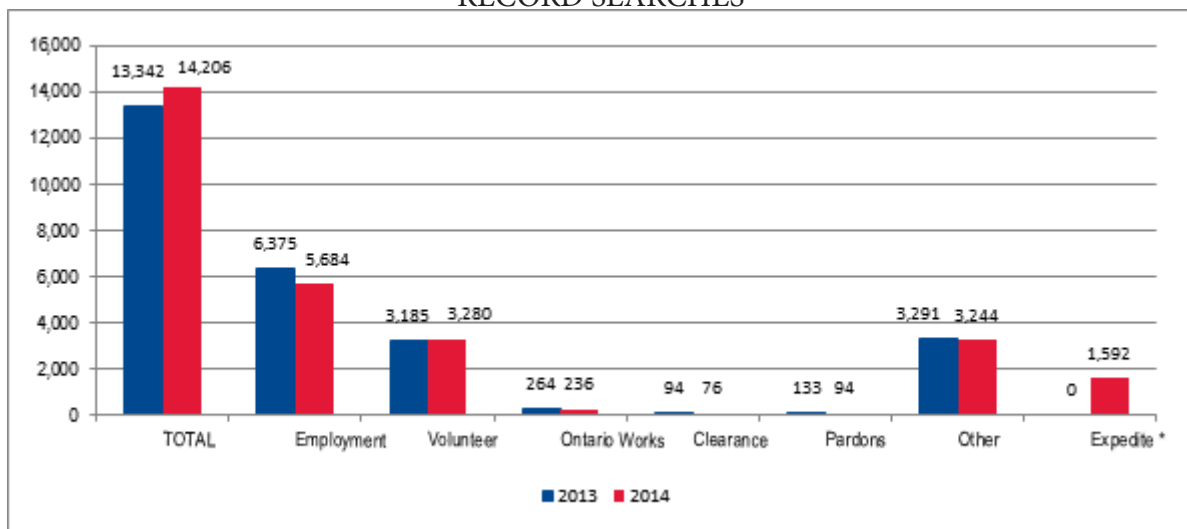
Sharon Baiden  
Chief Administrative Officer

## CENTRAL RECORDS / CUSTOMER SERVICE

The Greater Sudbury Police Service is part of the Ontario Police Technology Information Cooperative (OPTIC) which is comprised of numerous municipal police services in Ontario as well as the Ontario Provincial Police. Members of Central Records are instrumental in representing the Service on various OPTIC committees and are instrumental in providing recommendations for enhancements to the Records Management System as well as serving as a test site for various upgrades. Central Records personnel are also responsible for the maintenance of Service records on the Canadian Police Information Centre (CPIC).

Customer Service personnel provide various services to the Public at the front counter and by telephone including, but not limited to, criminal record searches, Livescan fingerprinting, police reports and Freedom of Information requests.

### RECORD SEARCHES



## **INFORMATION SYSTEMS**

The Information Systems Branch is comprised of four full time members and three part time staff. The Branch is responsible for maintaining desktops, mobile workstations and server services to meet a wide range of operational requirements over secured networks and at remote locations within the City.

### **In 2014:**

- Relocation of Communications Centre to police headquarters as part of the new P25 radio system,
- Acquisition and installation of a Storage Area Network (SAN), providing full redundancy at our backup facility in Azilda and LEL the capacity for the conversion of physical server hardware to a virtual environment,
- Three new Criminal Livescan fingerprint systems which allow for electronic fingerprint submissions to the RCMP in real time.

## **FLEET AND FACILITIES**

2014 saw the Dodge Charger chosen as the replacement cruiser going forward for the Greater Sudbury Police Service.

# 2014 BUDGET

Expenditure Description	2014 Budget	2014 Actual	Variance
Police Services Board Summary	\$113,507	\$113,507	0%
Personnel Summary	\$43,546,272	\$43,753,356	85% <sup>1</sup>
Non-Personnel Summary	\$5,990,837	\$5,783,753	11% <sup>2</sup>
Contribution to Capital	\$1,542,736	\$1,542,736	3% <sup>3</sup>
<b>Net Budget</b>	<b>\$51,193,352</b>	<b>\$51,193,352</b>	<b>100%</b>

<sup>1</sup> Personnel Summary Costs variances include overtime and statutory benefit deductions.

<sup>2</sup> Non-Personnel Summary shows a variance, the contributing factor includes the additional revenue for building maintenance that was not utilized for anticipated renovations.

<sup>3</sup> Contribution to Capital is well within budget.

	2014	2013
Net Budget	\$51,193,352	\$49,873,910
Change From Previous Year	2.65%	3.51%
Per Capita Cost	\$319.41	\$311.18

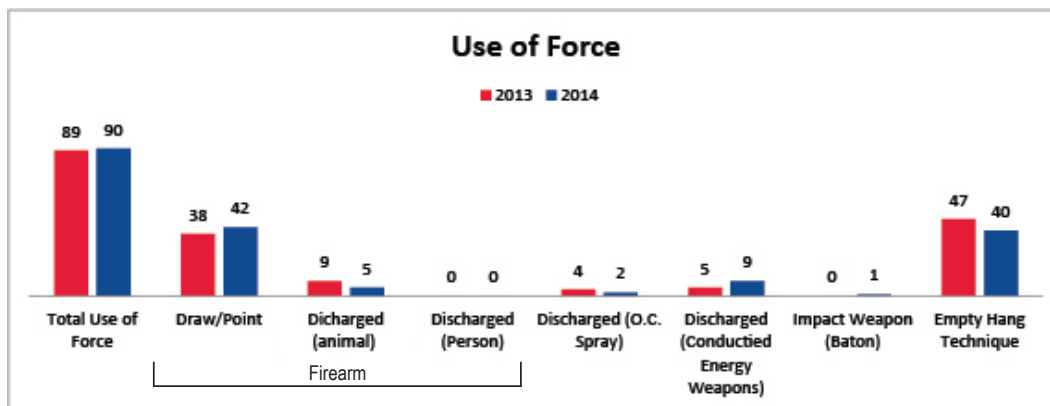
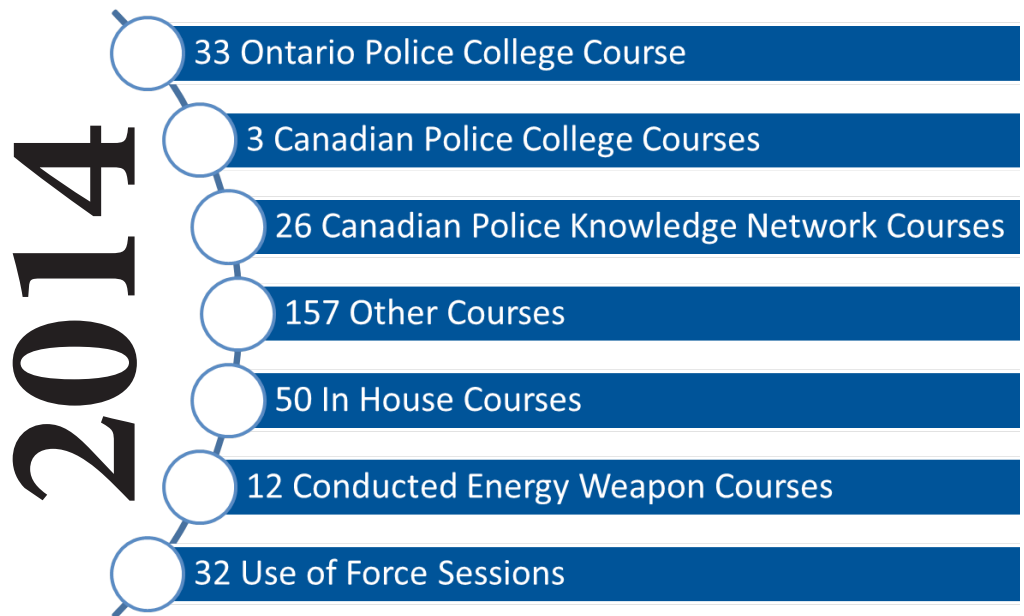
SUDBURY RAINBOW  
**CRIME STOPPERS**



## TRAINING BRANCH

In maintaining consistency with modern policing demands, the Training Branch has facilitated instruction for de-escalation techniques, orientation for new members with our community partners, and front line Conductive Energy Weapon (CEW) training, to name a few. Our Peer Support Team training is progressing and has been implemented as well as our instructor training for the 'Road to Mental Readiness' initiative through OPC will see us host instructor training in the early Fall of 2015. All new hires are also included in participating and contributing to this process.

*Civilian Staff provide costing, registrations, and the coordination of over 360 courses annually.*



*Our Use of Force Instructors are responsible for reviewing all Use of Force reports and making recommendations on training, equipment and procedures.*

# EXECUTIVE



Sheilah Weber  
Superintendent

# SERVICES

AUDIT RISK MANAGEMENT  
 LIAISON  
 PROFESSIONAL STANDARDS  
 INCLUSION TEAM  
 RACIAL AND MULTICULTURAL RELATIONS ADVISORY COMMITTEE  
 ABORIGINAL  
 BUSINESS PLAN  
 CYAC  
 CHIEF'S YOUTH ADVISORY COUNCIL  
 CORPORATE COMMUNICATIONS  
 PLANNING AND RESEARCH

The Superintendent is responsible for the development and implementation in the operating philosophy of the Service in accordance with our vision, mission, values, Business Plan and “Our Shared Commitment to Community Safety and Well-Being” Service Delivery Model.

## CORPORATE COMMUNICATIONS

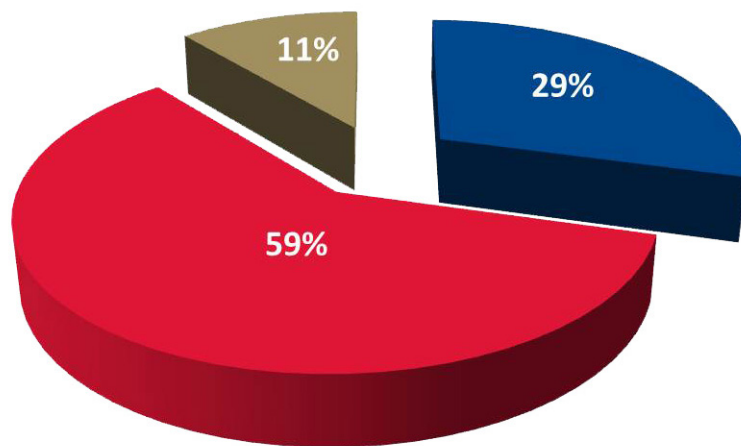
In 2014, our Service expanded its use of Social Media in order to improve the delivery of information to the public, the media and our own members. With the use of Facebook, Twitter and Instagram, we have increased means of sharing preventative tips, helpful security hints and other details, however media releases remain the most common means of sharing information.

The Service's videographer completed a number of training / informative videos, including “Our Shared Commitment”, “How Cell Phones Can Help Find You In An Emergency” and “Standard Field Sobriety Tests” (internal use only).

New initiatives are in the works as the Service looks at improving on the GSPS branding, increasing partnerships, expanding our audience and being progressive and current.

## 2014 Annual Media Releases

■ Proactive ■ Reactive ■ Hybrid



620 ISSUED



## CHIEF'S YOUTH ADVISORY COMMITTEE

Greater Sudbury Police Service Chief's Youth Advisory Council (CYAC) is committed to making a difference for young people in our community through their liaison with the Chief and the initiatives they undertake to educate youth and adults on the importance of the youth voice.

The annual 'Courage to Stand' event on April 17th was themed 'Everyone Has a Story'. This event had over 100 people attend to hear the impact of bullying and to witness the storytellers who came out on the positive side of the experience.



In November the United Way facilitated Youth Consultation with CYAC, Sarah Dost commented,

***"I just wanted to thank you again for hosting a youth consultation. Your Chief's Youth Advisory Council was absolutely terrific! What a wonderful, engaged group of young people."***

## ABORIGINAL LIAISON

The Aboriginal Liaison Officer (ALO) worked directly with the Aboriginal community, community groups and committees to continue to build relationships and to create an atmosphere of trust and cooperation. In 2014, we facilitated Native Awareness Training to be delivered to 11 new police recruits.

We conducted our 15th session of the Police MKWA Ride-Along Program, with over 170 Aboriginal high school students who have participated in the program to date.

## RACIAL AND MULTICULTURAL RELATIONS ADVISORY COMMITTEE

On the 21st of March the committee hosted the annual International Day for the Elimination of Racism luncheon where more than 80 people attended.

In keeping with the Greater Sudbury Police Service's commitment to embrace diversity and create an inclusive Police Service through Community Mobilization, an International Student Ride-Along Program modeled after the Greater Sudbury Police Service's MKWA Opportunity Circle was launched. This program is made up of members from the Inclusion Team and Racial and Multicultural Relations Advisory with representatives from Laurentian University, Cambrian College, College Boreal, City of Greater Sudbury, and the YMCA.

Newcomers collaborated on this strategy designed to enhance and enrich relationships with students from different cultures and members of GSPS. Sixteen students and seventeen officers participated in the program.

All officers received a training session led by Melissa Keeping, Director - Laurentian International. Melissa's training included an overview of the international student population, some cultural points, and questions and concerns that have been raised by the students in the past.



## INCLUSION TEAM

2014 brought much success to the Greater Sudbury Police Service Inclusion Team as their work with TG InnerSelves continued to increase awareness and understanding of the Transgender Community. This partnership resulted in ground-breaking locally created and produced training videos; one geared exclusively for police audiences and the second developed for use by community organizations. This project has led the way in Ontario providing groups with information and insight to reflect on their interactions with the Transgender Community. The production has been powerful in promoting relationship building that leads to strong partnerships while addressing long-standing barriers and misunderstandings on rights and issues facing the Transgender Community. The exemplary efforts of the Inclusion Team have had a significant impact on changing the views and attitudes of the Transgender Community promoting stronger respectful communities.

- May 2014 Video Screening - over 200 in attendance.
- Excess of 75 copies of training DVD's distributed to Police Services in Ontario
- 85 training DVD's distributed to community agencies.

As highlighted by the Ontario Human Rights Commission, Barbara Hall, the Greater Sudbury Police has been innovative and "has demonstrated Provincial Leadership with this significant piece of work".

### Summary of Achievements:

- The video was showcased at the Ontario Association of Chiefs of Police Diversity Committee meeting in May 2014;
- A number of agencies are using the video for training purposes including Ontario Correctional Services College in Hamilton, Edmonton Police Service, copies of the "Police version" were given to all Ontario Police Chiefs at the OACP conference in June 2014, in addition over 100 community partners are using the "Community Version" of this video;
- The Inclusion Team was nominated to receive an Excellence Award at the Sudbury Pride Gala on Monday July 14th 2014;
- In October of 2014, the Inclusion Team received an Honourable Mention, Single Agency from the International Association of Chiefs of Police (IACP) for our work with TG InnerSelves.



**"WHERE AN OPEN MIND IS LIMITLESS"**

**<< AVEC UN ESPRIT OUVERT IL N'Y A PAS DE LIMITE. >>**

## PROFESSIONAL STANDARDS

The Professional Standards Bureau is responsible for monitoring public complaints pursuant to the *Police Services Act* and for overseeing and assisting in the investigation of service complaints and breaches of discipline, policies, regulations or procedures of the Service committed by a member or members of the Greater Sudbury Police Service.

The Bureau reviewed two Special Investigations Unit (SIU) matters in 2014. One of which was cleared concluding in no breach of conduct or policy and the second was concluded by SIU when the involved person refused to participate.

## PUBLIC COMPLAINTS

## OIPRD Statistics

COMPLAINT CLASSIFICATION	2014	2013
Abuse of Authority	4	5
Assault	0	0
Breach of Confidence	3	1
Corrupt Practice	0	2
Discreditable Conduct	12	4
Excessive Force	1	3
False Arrest	0	0
Harassment	2	1
Incivility	13	3
Neglect of Duty	7	6
Service / Policy Complaint	2	5
Sex Assault	0	0
Threatening	0	1
Damage to Property	0	1
<b>TOTAL</b>	<b>44</b>	<b>32</b>
Substantiated	1	0

### In 2014 - 44 public complaints were received as compared to 32 in 2013

Of those;

**Twenty two (22)** were screened out by OIPRD as they determined the complaints to be frivolous, vexatious or made in bad faith.

**Seven (7)** complaints were investigated and determined to be unsubstantiated.

**Six (6)** were withdrawn by the complainant.

**Five (5)** were resolved with the complainant or through the OIPRD –Customer Service Resolution process.

**Three (3)** complaints were carried forward to be completed in 2015.

**One (1)** complaint was retained and investigated by the OIPRD. The allegation of misconduct was substantiated. The Independent Police Review Director determined the misconduct to be of a ‘less serious’ nature and the officer accepted a disposition through the ‘Informal Resolution’ process.

FIREDISPATCH

PROPERTY AND EVIDENCE CONTROL

## ADMINISTRATIVE

CALLS FOR SERVICE COURTS BRANCH

COMMUNICATIONS CENTRE

PRISONER TRANSPORTATION

COURT SECURITY

COMMUNICATIONS CENTRE

9-1-1

CROWN BRIEF PREPARATION

SUPPORT



Inspector  
Michael Chapman

The Communications Centre saw many positive changes during 2014 with the final installation of our new Harris P25 radio system.

To facilitate the installation of the radio system, the Communications Centre relocated temporarily to the Lionel E. Lalonde Centre in Azilda. In December 2014, the Communications Centre moved back into a refurbished, state of the art facility located at Headquarters. Greater Sudbury Police, Greater Sudbury Fire and Sudbury Transit all transitioned to the Harris P25 Radio System. As a result of these transitions, the improvements in service and operability are significant, providing comprehensive radio coverage throughout the Greater City of Sudbury.

Several new procedures were implemented during 2014 to strive towards established Adequacy Standards including quality assurance processes and crime analysis. The curriculum for a Communications training program has been developed in accordance with the Adequacy Standards, National Emergency Number Association (NENA), Association for Public-Safety Communications Official (APCO) and the Ministry of Public Safety.



Procedures were developed to improve the health and wellbeing for our Communications members while other procedures were created to ease the increasing work load within the Communications Centre. Communications staff received training throughout the year on various topics including Cell Phone GPS Location, Crime Analysis, Crisis Negotiation, Advanced Communications, Incident Management and Railway Disaster and "Our Shared Commitment to Community Safety and Well-Being" Model.

To improve multi-jurisdiction and multi-agency emergency response, the Joint Emergency Services Organization Advisory Group (JESOAG) was established. The committee meets quarterly and consists of management level members from Greater Sudbury Police, Greater Sudbury Fire, Emergency Medical Services, Central Ambulance Communications Centre and the Ontario Provincial Police. The committee's role is to work with emergency service providers to develop standardized, coordinated and integrated approaches to emergency situations.

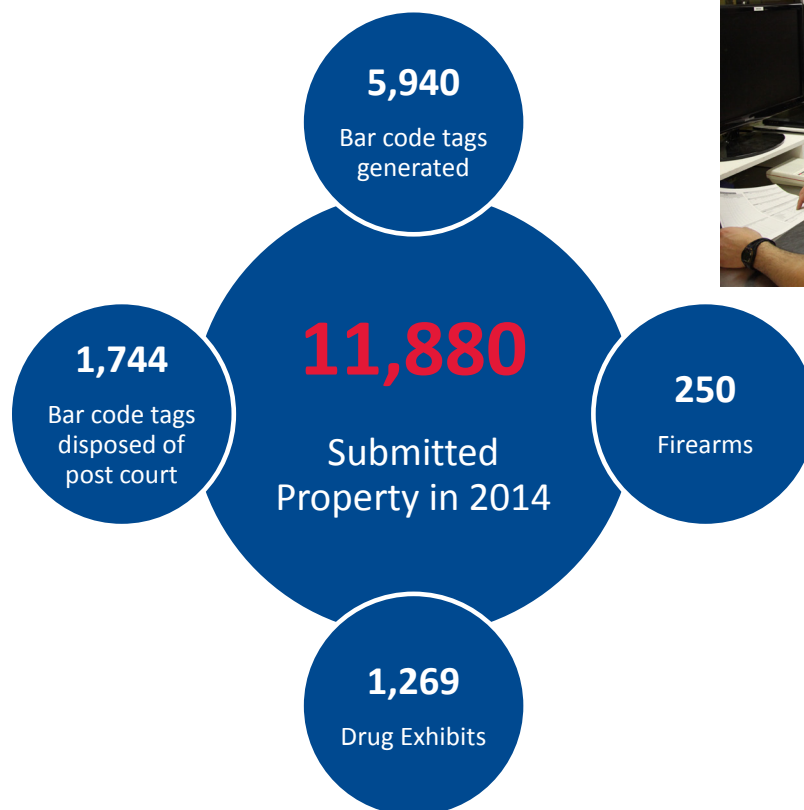
## COURTS BRANCH

There were numerous operational accomplishments in 2014 which include but are not limited to:

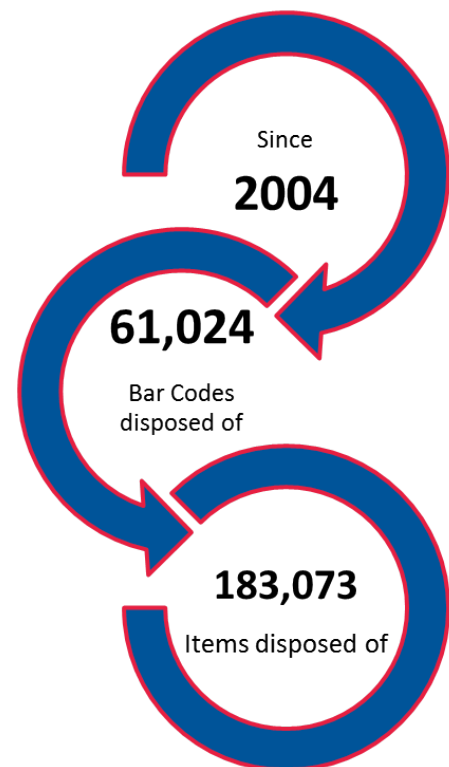
- 4,727 custodies safely handled through the courts
- 3,866 crown briefs were prepared
- 41 warrant returns from other jurisdictions
- 2,029 screening requests processed
- Over 4,000 summons/subpoenas served
- 542 DNA samples obtained as a result of court orders,
- 13 escorts of in custody individuals requiring mental health assessments.



### PROPERTY / EVIDENCE CONTROL



In 2014, training was provided to all officers introducing new Property tags that allow Property staff to assist officers in reducing the number of property tasks. The new revisions to the Property Tag forms will enable efficiencies in processes involving all in-coming evidence to its' final conclusion and disposal, thus freeing up some of the front line officers administrative duties.



# BREAKENTERANDROBBERY INVESTIGATIONS CRIMINAL VICTIMSSERVICES FRAUD INTELLIGENCEANALYST FORENSICIDENTIFICATION SENIORESLIAISON HIGHRISKOFFENDER/SEXOFFENDERREGISTRY BEAR CYBERCRIME CID INTELLIGENCEUNIT DOMESTICVIOLENCEUNIT DRUGUNIT SUDBURYRAINBOWCRIMESTOPPERS



*Inspector  
Robert Thirkill*

The Criminal Investigations Division (CID) is comprised of specially trained officers who are highly skilled and responsible for the investigation and case management of serious criminal offences. CID includes many specialty units who investigate major crime, organized crime activities, criminal proceeds of crime, drug investigations, fatalities resulting from industrial accidents, sexual assault, fraud, child abuse, cyber-crime, forensic identification services, missing persons, technical support and intelligence analysis.

**Major Crime and Investigative Services laid over  
500 criminal charges during 2014.**

Re-structuring in 2014 saw new areas assigned to CID including the Domestic Violence Coordinator, Senior Liaison, Victims of Crime, Youth Referral

Program, Crime Stoppers and Firearms Officer. The restructuring included an additional Staff Sergeant and dividing responsibilities between Investigative Services, Major Crime and Intelligence Services.

## FORENSIC IDENTIFICATION UNIT

The Greater Sudbury Police Service ranks fifth in the Province for DNA submissions to the Centre of Forensic Sciences; placing it ahead of much larger police services.

- **841** calls received, a 16% reduction from the average number of calls per year.
- Forensic officers were required for 30% less calls as a direct result of the introduction of the Scenes of Crime Officer (SOCO) program.
- In 2014, SOCOs attended 231 calls which accounted for 28% of the Forensic calls.
- Identification of an accused as a result of the forensic examination of a scene occurred in 9% of SOCO investigations in 2014.



## DRUG UNIT

In 2014, **766** Controlled Drugs and Substances Act and Criminal Code charges were laid.

**\$1,248,464** in drugs and **\$190,664** in cash were seized.

The Drug Unit has also continued its commitment to enforcement initiatives funded through PAVIS, a Provincial government anti-violence initiative, directed towards “guns and gangs” enforcement.

## INTELLIGENCE UNIT

- With the assistance of the Intelligence Unit, the Provincial Assets Forfeiture Officer seized **\$190,664** in cash from drugs, **\$63,2047** from break and enters and robberies as well as **20** vehicles.

Members of the Intelligence Unit also;

- Provided numerous security details for Federal and Provincial Ministers, provided assistance for local protests, as well as monitoring of several outlaw motorcycle gang members.
- Provided Intelligence assistance for both the Drug and BEAR units, during surveillance, and seizures of money and vehicles.
- Developed a Gang Resistance Strategy with our Aboriginal Liaison Officer, Intelligence Analyst and CID Missing Persons Investigator.

## BREAK ENTER AND ROBBERY (BEAR) UNIT

The BEAR Unit processed **1227** Criminal Code charges including the arrests of individuals involved in robberies of gas bars and convenience stores including a group of individuals from Southern Ontario involved in large scale credit card frauds Province wide.



## CYBER CRIME

The Cyber Crime Unit investigates internet and computer facilitated crimes. During 2014, investigators were able to:

- Lay 140 charges
- Execute 32 warrants
- Analyze 203 computer devices between October and December alone
- Make 14 community presentations educating more than 255 community members
- Make 25 arrests and
- Identify 9 victims.

The Service received funding for a second Forensic Computer Examiner from the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet which increased the Service's complement to three. The position included the officer's salary, training and equipment and a startup fund of **\$147,000.00** was associated to the position.

## SENIORS LIAISON

The Senior Liaison Officer assists and supports front line staff with investigations involving seniors. This officer also works closely with outside agencies in the aid of seniors.

**Congratulations to Constable Linda Burns who received the Heroes in the Home Award for her efforts in one recent investigation.**

## DOMESTIC VIOLENCE UNIT

**2152** - Domestic dispute occurrences

**1542** - Occurrences where no offence alleged

**519** - Incidents where charges were laid

**91** - Incidents where charges were not laid

**14** - Occurrences where dual charges laid

## KATHLEEN STREET INITIATIVE

In 2014, the Kathleen Street Initiative was developed in response to public concern regarding prostitution in the area. The program was based on "Our Shared Commitment" and included enforcement and intervention strategies to reduce risk as well as partnering in community mobilization and engagement. As a result our Service saw a reduction in related calls for service.



Inspector  
Todd Zimmerman

## TACTICAL UNIT

The Tactical Unit is a designated law enforcement team whose members are selected, trained, equipped and assigned to resolve critical incidents involving a threat to public safety which would otherwise exceed the capabilities of traditional law enforcement first responders and/or investigative units. The officer in charge of the unit is also trained with skills in Hostage Rescue.

During regular duty, officers engage in general patrol responding to calls for service and providing support to specialty branches.

Tactical officers train one day per week and participate in two training weeks throughout the year. Several unit members are trained in special skills which include sniper, rappel master, explosive disposal and explosive force entry techniques.



## CANINE UNIT

The Service's Canine Unit (K9) has two fully qualified canine officers each with a fully trained German Shepherd. K9 officers are used for tracking wanted or missing persons, apprehensions, building searches, drug/weapon searches, article searches, and public demonstrations. Furthermore, our Canine Unit often assists Tactical/Drug and other units with the execution of warrants and containment related matters.

Training for Canine Unit members is rigorous with weekly training exercises and refresher training every eight weeks. Dogs are recertified yearly and must maintain a provincial standard. K9 officers are on call 24 hours a day / seven days a week and attend over 250 calls for service annually.



## TRAFFIC MANAGEMENT UNIT

In 2014, the “12-Month High Visibility Program” was successful in addressing our continued commitment to distracted driving, school bus safety and impaired driving.

Working with community partners, the Unit coordinated a number of major community events including Canada Day Festivities, Run for the Cure, Sudbury Rocks and the Santa Clause Parade.

## EMERGENCY PREPAREDNESS AND SPECIAL EVENTS PLANNING AND SECURITY

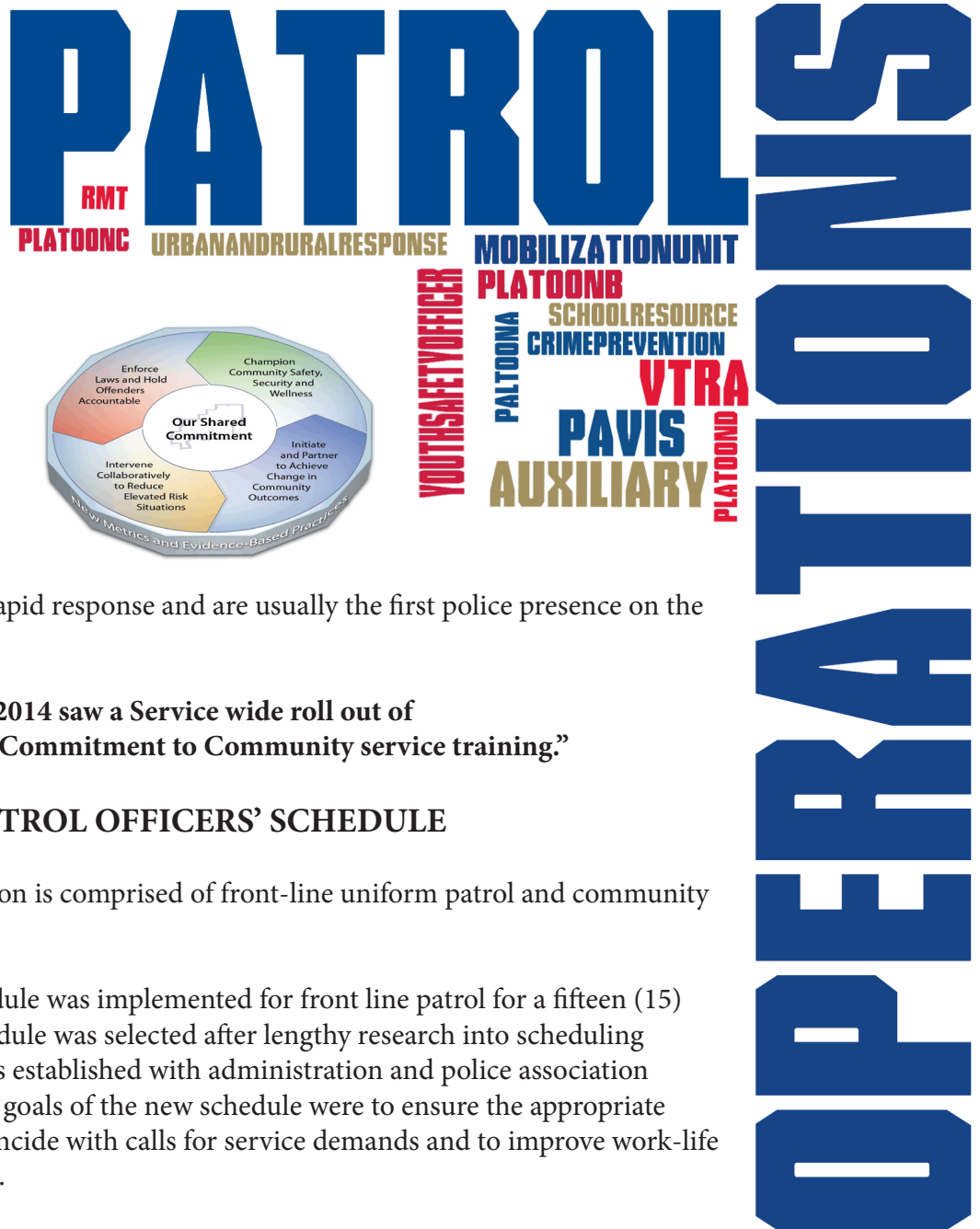
As front-line emergency responders, the Greater Sudbury Police, in partnership with the City of Greater Sudbury and other Emergency Responders, are responsible for developing plans, strategies, practices and agreements to ensure that we are prepared to deal with all hazards and emergencies in the most effective and efficient manner. Through partnership, we ensure that each entity is aware of their respective roles and responsibilities during an emergency.

To ensure a healthy and safe community, Operational Support partakes in the planning and oversees many community events (Santa Claus Parade) to ensure both the safety of the participants and those who are in attendance.





Inspector  
Dan Markiewich



Officers are responsible for rapid response and are usually the first police presence on the scene of an occurrence.

2014 saw a Service wide roll out of  
“Our Shared Commitment to Community service training.”

### PATROL OFFICERS’ SCHEDULE

The Patrol Operations Division is comprised of front-line uniform patrol and community response officers.

In 2014, a new 12 hour schedule was implemented for front line patrol for a fifteen (15) month trial period. The schedule was selected after lengthy research into scheduling by a joint committee that was established with administration and police association representatives. The primary goals of the new schedule were to ensure the appropriate deployment of officers to coincide with calls for service demands and to improve work-life balance for front line officers.

During the first year of implementation the call load was maintained at levels lower than the previous year and there was an increased ability to meet demands for service at peak times. A majority of officers reported an improved work-life balance in a recent survey relating to the 12 hour schedule. Additionally, the new schedule saw a 29% reduction in overtime by uniform officers from the previous year.

In conjunction with front-line patrol officers, community response officers work in partnership with the community to address the unique needs of the communities which make up the City of Greater Sudbury. In keeping with our “Shared Commitment” these officers continue to embrace the Nickel Model and use it to guide their daily activities by enforcing law and holding offenders accountable, intervening collaboratively with community members and agencies to reduce elevated risk situations, partnering to achieve change in community outcomes and championing “Community Safety and Well-Being”.

**29% reduction in overtime by Uniform  
officers since 2013**

## COMMUNITY MOBILIZATION UNIT (CMU)

The Community Mobilization Unit (CMU) is a highly motivated, skilled and diverse unit, comprised of both Sworn and Civilian Professional support staff, working together to meet the needs of the Community. The Unit is dedicated to creating, initiating and maintaining strategies that reinforce the Service's commitment to "Community Safety and Well-Being."

The Unit is tasked with a variety of portfolios including School Resource Officers, School Liaison Officers, Youth Safety Coordinators, Provincial Anti-Violence Intervention Strategy (PAVIS) Coordination, Rapid Mobilization Table, Chief's Youth Advisory Council, Violent Threat Risk Assessment (VTRA), Notification of Community Crime and the Auxiliary Program. The unit members are involved in many community outreach projects, external committee work, and crime prevention initiatives including Police Week and Crime Prevention Week.



The unit works in partnership with the four school boards in the area, and have members who attend each school on a pro-active and reactive basis when needed. Programming such as Values, Influences and Peers (VIP) is delivered on an annual basis to grade 5/6 students in both official languages. Specialized presentations have also been designed to address issues such as Cyber Bullying, Domestic Violence, Bullying, and Criminal Law. These are presented upon the request of a school.

During 2014, the unit participated in 50 VTRA cases to proactively reduce the risk of a violent incident from taking place in one of our schools. Members of the unit also sit on the VTRA Steering Committee.



## RECOGNITION AND APPRECIATION SERVICE AWARDS

### LONG SERVICE RECOGNITION

#### 30 YEAR EXEMPLARY SERVICE – SWORN

Sergeant Wayne Foster  
Sergeant Joanne Pendrak  
Detective Constable Daniel Zembrzycki  
Constable Doug Boyd

#### 30 YEAR EXEMPLARY SERVICE – CIVILIAN

Ms. Elizabeth Mazza

#### 25 YEAR CONTINUED SERVICE WITH THE CITY OF GREATER SUDBURY

Inspector Robert Thirkill  
Staff Sergeant Jordan Buchanan  
Staff Sergeant Terry Rumford  
Staff Sergeant Richard Waugh  
Sergeant Sharon Ashick  
Sergeant Wayne Foster  
Constable Lisa Franche  
Constable Raymond Prevost  
Constable Alain Sauve

Ms. Kristina Kozicki  
Ms. Lori Marconato  
Ms. Irene McCormick  
Ms. Barbara McTaggart  
Ms. Laurie Soenens



#### 20 YEAR EXEMPLARY SERVICE – SWORN

Staff Sergeant Valerie Tiplady  
Sergeant Corinne Fewster  
Sergeant Marjorie Jeffery  
Sergeant Todd Lefebvre  
Sergeant Todd Marassato  
Sergeant Sharon O'Brien  
Sergeant Anita Hass  
Detective Sergeant Sandra Dicaire  
Detective Constable Reynard Dockery  
Constable Glenn Greenough  
Constable Dana Kiviaho  
Constable William Lovat  
Constable Julie Midena  
Constable Paul Rintala  
Constable Angela Sirkka  
Constable Chantal St. Martin

#### 20 YEAR EXEMPLARY SERVICE – CIVILIAN

Ms. Antonietta Calabrese  
Ms. Christina Carmichael  
Ms. Shelly Dixon  
Ms. Susan Dubreuil  
Ms. Karen Hayes

## RETIREMENTS

Inspector Robert Keetch  
Sergeant Mike Paquette  
Sergeant David West  
Ms. Denise Fraser

## AUXILIARY UNIT - LONG SERVICE RECOGNITION

Auxiliary Constable John MacRae  
Auxiliary Constable Gerald Teed

## LARRY KILBY MEMORIAL AWARD

Auxiliary Constable Jacques Roberge Sr.

## PROMOTIONS

Superintendent Sheilah Weber  
Inspector Michael Chapman  
Staff Sergeant Marc Brunette  
Staff Sergeant Valerie Tiplady  
Sergeant Sharon O'Brien  
Sergeant Derick Rose

## IN MEMORIAM

Chief of Police (Ret) Joe Shilliday  
Deputy Chief (Ret) Bert Guillet  
Staff Sergeant (Ret) Malcolm Mills  
Sergeant (Ret) George Beaudoin

## COMMUNITY RECOGNITION HEROIC ACTIONS

Mr. David Bellamy

## MERITORIOUS ACTIONS

Constable Gordon Goddard  
Constable Andrew Porringa  
Constable Brad Purvis  
Firefighter Kati Wilkins

## POLICE ASSISTANCE

Mr. Kevin Bombardieri  
Mr. Kristopher Bourget  
Mr. Bill Popowich  
Ms. Tracie Lefebvre  
Ms. Amy Lively  
Mr. Charles More

## TEAMWORK

Constable Mathieu Guertin  
Constable Randy Hosken  
Constable Christopher Labreche  
Constable Taavi Saaremets

## POLICE ~ COMMUNITY PARTNERSHIPS

Community Alcohol Safety and Enforcement Initiative

## POLICE ~ COMMUNITY LEADER

Pat & Mario's Kouzzina

## CITY OF GREATER SUDBURY PARTNERSHIP

Community Development Department

## IODE YOUTH AWARD

Staff Sergeant Craig Maki



## VOLUNTEER RECOGNITION

### 25 YEAR RECOGNITION

Gerry Valley, Greater Sudbury Police Pipes and Drums

### 15 YEAR RECOGNITION

Jeannette Stickles, Storefront Volunteer

Emile Lavigne, Sudbury Region Police Museum

Ryan Gardner, Greater Sudbury Police Pipes and Drums

### 10 YEAR RECOGNITION

Eula Van Horn, Storefront Volunteer

Raymond Lefebvre, Storefront Volunteer

Gerald Geoffrey, Storefront Volunteer

Celia Lavigne, Sudbury Region Police Museum

Audrey Bignucolo, Sudbury Region Police Museum

### 5 YEAR RECOGNITION

Anthony Cappadocia, COPs

Patricia Case, COPs

Lina Mauro, COPs

Mario Mauro, COPs

William Merrick, COPs

Stanley Rice, COPs

Tina Rinta, COPs

Jane Sajatovic, COPs

Anthony Skopyk, COPs

Gerry Surtees, COPs

Wally Taylor, COPs

Rene Trottier, Sudbury Region Police Museum

### 1 YEAR RECOGNITION

Ellen Austin, COPs

Brent Basto, COPs

Jeff Beland, COPs

Gerald Cehier, COPs

Jamie Dorian, COPs

Logan Eerola, COPs

Ivan Gaudreau, COPs

Allan Mather, COPs

Louise Spyрка, COPs

Marnie Stargratt, COPs

Anne Martin, Storefront

Linda McLean, Storefront

Yvonne Proulx, Storefront

Lise Shisko, Storefront

Peter Marshall, Lion's Eye In The Sky

Andrea Marshall, Lion's Eye In The Sky

Devon Weber, Lion's Eye In The Sky

Steve Jessome, Greater Sudbury Police Pipes and Drums

## CHIEF'S YOUTH ADVISORY COUNCIL

Sherri Moroso

Alex Moore

Andrew Kusnierczyk

Brenda Sullivan

Brett Recollet

Gates Godin

Graeme Noble

Helena Cheu

Janik Guy

Julia Martellacci

Manon Fortier

Roberto Bagnato

Sheldon Leroux

Stephane Brideau

## RACE RELATIONS AND MULTICULTURAL ADVISORY COMMITTEE

Danielle Ambursley

Jasmin Charly

Hadi Fergani

Meho Halimich

John Harvey

Anadel Hastie

Pik Sai Kwan

Nancy Recollet

Polly Rutenberg

Michael Slawny

Yijing Sun

Paula Wharton

Manon Fortier

Roberto Bagnato

Sheldon Leroux

## PAST CAPTAIN RECOGNITION

Peter Richards, Greater Sudbury Police Pipes and Drums

Wally Taylor, COPs

Mirja Parry, Storefront



# Community Involvement and Partnerships



POLAR PLUNGE



9TH ANNUAL  
LAW ENFORCEMENT TORCH RUN



LENSES 4 LOGAN



ALS ICE BUCKET CHALLENGE



SPHL POLICE CUP



PaWES Program



CAMP DAY

# Thank You

*for all that you do for our*

# Service

Adam, Natalie  
 Adams, Daryl  
 Agowissa, Shannon  
 Ashick, Sharon  
 Ashton, Linda  
 Asunmaa, Allan  
 Babij, Michael  
 Baiden, Sharon  
 Bailey, Dale  
 Balloway, Alex  
 Bamberger, Melissa  
 Barbeau, Ann  
 Barry, Jonathan  
 Barsanti, Anna  
 Bazinet, Severina  
 Beck, David E.  
 Belanger, Asheley  
 Belanger, Marc  
 Belisle, Ayla  
 Belyea, Manon  
 Benoit, Andrea  
 Benoit-Goggin, Louise  
 Bergh, Janelle  
 Bignucolo, Cheryl  
 Bignucolo, Todd  
 Bilecik, Richard  
 Bilodeau, Sean  
 Birtch, Kenneth  
 Bisailon, Ryan  
 Blais, Julie  
 Bonish, Jason  
 Bortot, Sandro  
 Boutet, Natalie  
 Boyd, Chad  
 Boyd, Douglas  
 Bradley, Stephen  
 Brine, Kevin  
 Brouillette, Stephane  
 Brown, Chris  
 Brownlee, Dean  
 Brunet, David  
 Brunette, Marc  
 Brunette, Michel  
 Brunette, Alain  
 Brush, Chelle  
 Buchanan, Jordan  
 Buchowski, Randy  
 Burian, Pavel  
 Burke, Karrie  
 Burnett, Brett  
 Burns, Linda  
 Burt, Timothy  
 Calabrese, Pierina  
 Calabrese, Antonietta

Caldbeck, Ward  
 Carmichael, Christina  
 Carr, Rick  
 Castle, Jason  
 Champagne, Scott  
 Chandler, Kyle  
 Chapman, Michael  
 Charbonneau, Darren  
 Chisholm, Rod  
 Chisholm, Kimberly  
 Christison, Karen  
 Cirillo, Rick  
 Clark, Richard  
 Coluzzi, John  
 Condratto, Katie  
 Cook, Brier  
 Corcoran, Natalie  
 Corrigan, David  
 Crouch, Brooke  
 Cummins, Ashley  
 Cunningham, Sara  
 Dailey, Angela  
 Daoust, Dana  
 Daoust, Ronald  
 D'Aoust, Kevin  
 Davidson, Melanie  
 Daypuk, Richard  
 Deforge, Nicole  
 Deforge, Kevin  
 Delongchamp, Ian  
 Depatie, Micheal  
 Despatie, Daniel  
 Desroches, Kimberly  
 Dewar, David  
 Dicaire, Sandra  
 Dillabough, Blake  
 Dionne, Michael  
 Dixon, Gail M.  
 Greenough, Scott  
 Greenough, Glenn  
 Grenier, Stacey  
 Grisdale, Darryl  
 Groleau, Adam  
 Guerin, Marc  
 Guerin, Elise  
 Guerin, Mathieu  
 Guertin, Mathieu  
 Hagen, Tyler  
 Haggart, Kelly  
 Hall, Matthew  
 Hamilton, David  
 Hart, Christopher  
 Hasanefendic, Sherry  
 Hasanefendic, Nihad

Hayes, Karen  
 Heaslip, Emerson  
 Hebert, Lise  
 Heffern, Emily  
 Heffern, Darin  
 Hinds, Andrew  
 Hoeg, Carl  
 Hosken, Heidi  
 Hosken, Randy  
 Hotson, Stephen  
 Hotson, Carrie-Lynn  
 Howard, Dan  
 Howard, Kathryn  
 Hucal, Katherine  
 Hutton, Ryan  
 Hysen, Richard  
 Insinna, Samantha  
 Irvine, Francine  
 Jefferson, James  
 Jeffery, Marjorie  
 Jenkins, Nicholas  
 Jensen, Lisa  
 Jetty-Bedard, Tammy  
 Johnson, Nancy  
 Johnson, Ryan  
 Joly, Ruth  
 Kaelas, Laurie  
 Karen, Kathryn  
 Katulka, Stephen  
 Katulka, Wesley  
 Dixon, Shelly  
 Dober, Shelley  
 Dockery, Reynard  
 Dokis, Nathan  
 Dokis, Alana  
 Dokis, Grant  
 Doucet, Melanie  
 Doucet, Melanie  
 Doyon, Sasha  
 Dubreuil, Susan  
 Dubreuil, Eric  
 Dudley, Lorena  
 Duffy, David M.  
 Duguay, Daniel  
 Dumond, Cheryl  
 Dupont, Ericka  
 Ealdama, Raymond

Epps, Duncan  
 Erkkila, Markus  
 Etchells, Ryan  
 Favret, Sandy  
 Ferguson, Darryl  
 Fewster, Corinne  
 Filiatreault, Valerie  
 Foessl, Shane  
 Foster, Wayne  
 Fournier, Chantal  
 Franche, Lisa  
 Fraser, Jenilee  
 Freeman, Curtis  
 Freimanis, Jason  
 Gagne, Jason  
 Gagnon, Alain  
 Gascon, Todd  
 Geick, Tanja  
 Gelinas, Renee  
 Gelinas, Daniel  
 Gianfrancesco, Mauro  
 Gibbons, Amanda  
 Gibson, Wayne E.  
 Giommi, Natalie  
 Goddard, Gordon  
 Gorman, Cheryl  
 Gosselin, Alexandra  
 Gosselin, Eric  
 Gosselin, Dan  
 Greenough, Kaitlyn  
 Kelly, Joshua  
 Kelly-Petrin, Sheila V.  
 Kennedy, Alexandra  
 Kennelly, Cheryl  
 Kerr, Christopher  
 Kidder, Cameron  
 Killeen, Lori  
 Killeen, James  
 Kingsley, Dann  
 Kirkwood, Roderick  
 Kitchikake, Mitchell  
 Kiviaho, Dana  
 Koop, Chris  
 Koop, Tyler  
 Kovala, Mark  
 Kozicki, Kristina  
 Kuhn, Amanda

Kuhn, Jeff  
Laaksonen, Leah  
Laberge, Marianne  
Laberge, Ashley  
Labreche, Christopher  
Laframboise, Deborah  
Lagace, Shawna  
Laino, Roberto  
Lalande, Linda  
Lalonde, John  
Lamontagne, Melissa  
Laneville, Brianne  
Lanzo, Andrew  
Lapalme, Julie  
Lapalme, Albert  
Lapointe, David  
Lariviere, Judy  
Lariviere, Melissa  
Laroche, Marc  
Latendre, Joanne  
Laurin, Stephanie  
Lavallee, Meagan  
Lavigne, Brett  
Leblanc, Michel  
Lee, Amanda  
Lefebvre, Todd  
Legault, Marilyn  
Legault, Ryan  
Lekun, Allan  
Lekun, Nicole  
Leroux, Victor  
Levesque, Karen  
Lewis, Heather  
Leys, Susan  
Lindsay, Troy  
Lingenfelter, Ken  
Lock, Jeff  
Lovat, William  
Luczak, Emilia  
MacKay, Megan  
MacKay, Ryan  
MacKinnon, Lynn  
MacKinnon, Holly  
MacRae, John  
MacRury, Brian  
MacTaggart, Robert  
Majkot, Jason  
Major, Greg  
Makela, Barbara  
Maki, Craig  
Maksymchuk, Wade  
Mann, Christopher  
Mannisto, Jocelyn  
Mannisto, Angel  
Marassato, Todd  
Marconato, Lori  
Marcotte, Robin

Markiewicz, Danny  
Marriott, Jason  
Martindale, Mathew  
Matson, Cliff  
Mazza, Lucia  
Mazza, Elizabeth  
McComber, Helen  
McCormick, Irene  
McCormick, John  
McDonald, Alex  
McGee, Paul  
McMahon, Ryan  
McNamara, Neil  
McNamara, Ryan  
McNaught, Douglas  
McTaggart, Barbara  
Mead-Buttarella, Angela  
Midena, Julie  
Mills, Scott  
Mills, Jordan  
Moggy, Christopher  
Morin, Michelle  
Mullens, Arlington  
Murray, Shannon  
Mussen, Stefany  
Mussen, Jeff  
Nizzero, Karen  
Nizzero, Claudio  
Nizzero, Steven  
Norman, Robert  
Notman, Paul  
Nykilchuk, Jessica  
O'Brien, Sharon  
O'Malley, Meghan Lee  
Ornella, Barry  
Orsino, Peter  
O'Shaughnessy, Kevin  
Pacan, Matthew  
Pagnutti, William  
Parker, Melanie  
Patchett, David  
Pedersen, Paul  
Pendrak-Flesher, Joanne  
Perreault, Lise  
Petrozzi, Katlyn  
Piche, Celyne  
Pileggi, Albert  
Pileggi, Leticia  
Plante, Frances  
Porringa, Andrew  
Porter, John  
Posadowski, Landon  
Prevost, Raymond  
Proulx, Julie  
Punkkinen, Anita  
Purvis, Brad  
Rainville, Gilles

Rainville, Shawn  
Ramsay, Blair  
Raskevicius, Michael  
Read, Gerard  
Read, Glenn  
Reed, Brenna  
Remeikis, Andrew  
Renaud, Kathy  
Renaud, Guy  
Renford, Mark  
Rheume, Robert  
Rhodes, Lindsey  
Ricciuto, Kevin  
Rickard, Joshua  
Rinaldi, Lee  
Rivers, Darrell  
Roberge, Jacques  
Robinson, Michael  
Robinson, John  
Rocca, Jacqueline  
Rock, Kara  
Rose, Derick  
Ross, Timothy  
Rouleau, Michael  
Rumford, Terry  
Russell, Steven  
Saaremets, Taavi  
Sabourin, David  
Sajatovic, Julie  
Sajatovic, Jeffrey  
Sanche, Joanne  
Sanderson, Eric  
Santagapita, John  
Santi, Paula  
Santi, Kevin  
Sarafin, Brenda  
Sauve, Alain  
Sauve, Roxanne  
Savignac, Marc  
Savoie, Denis  
Seguin, Jacques  
Sell, Jesse  
Sheridan, Colin  
Shirazi, Ali  
Simard, Manon  
Sirkka, Angela  
Sivazlian, Jack  
Slobodian, Christopher  
Smagac, Sophie  
Smuland, Gregory  
Smyth, Philip  
Soenens, Laurie  
Somerset, John  
Sonier, Glen  
Spec, Robert  
St Laurent, Debbie  
St. Martin, Chantal

Stafford, Michael  
Stevens, Lisa  
Stiller, Edward  
Stinson, Michael  
Storrie, Duncan  
Strom, Cheryl  
Sutherland, Heather  
Sutton, Kimberly  
Szymanski, George  
Tarnopolsky, Jason  
Taskinen, Lucia  
Tattersall, Kaitlyn  
Teed, Gerald  
Thibeault, Leo  
Thirkill, Robert  
Tiplady, Robin  
Tiplady, Valerie  
Toffoli, David  
Toner, Carol  
Train, Steven  
Tremblay, Kevin  
Truskoski, Patrick  
Underdown, Melissa  
Vaillancourt, Marc Andre  
Valtonen, John  
Viitala, Anne  
Villeneuve, Jerry  
Vitali, Christopher  
Volpini, Catia M  
Walden, Adam  
Waldick, Sylvie  
Ward, Doug  
Waugh, Richard  
Wawryszyn, Laura  
Way, Natalie  
Weber, Sheilah  
Weber, Devin  
Wemigwans, Robin  
Weston, Robert  
Whitten, Joann  
Wiles, Dorothy  
Wilkins, Diane  
Williams, Joseph  
Williams, Andrew  
Williams, Matthew  
Willmott, Hally  
Willmott, Jerry  
Windle, Nolan  
Wright, Cheryl  
Young, Sherry  
Zacerkowny, Steven  
Zazelenchuk, Kristin  
Zelionka, Andrij  
Zembrzycki, Daniel  
Zimmerman, Todd  
Zloty, Andrew  
Zuliani, Daniel

# ***“OUR SHARED COMMITMENT TO COMMUNITY SAFETY AND WELL-BEING”***

With the development of Our Shared Commitment Model to “Community Safety and Well-Being”, 2014 saw the implementation of this new Service Delivery Model. Our Shared Commitment has four components including:

## **Enforce Laws and Hold Offender Accountable**

Police, Justice, Corrections officials and others all have vital roles to play in enforcing the law, suppressing crime and disorder, holding offenders accountable for their actions, and thus keeping our streets and neighbourhoods safe. Working together, the appropriate agencies will continue this focus through effective deterrents, targeted enforcement strategies, effective investigations, successful prosecutions and the rehabilitation of offenders.



## **Intervene Collaboratively to Reduce Elevated Risk Situations**

This strategy is largely about stopping crime and victimization before they happen. Through collaboration across agencies to recognize elevated risk situations faced by individuals, families or locations, multiple partners are able to mobilize effective and quick actions in response. Collaboration, Intervention and Elevated Risk Situations.

## **Initiate and Partner to Achieve Positive Change in Community Outcomes**

“Our Shared Commitment to Community Safety and Well-Being” goes beyond addressing crime and victimization and their immediate risk factors. Effective and economically sound systemic changes are needed in the community to build and sustain better lives and living conditions for more of our citizens, especially our youth and the most marginalized members of our population.

## **Champion Community Safety, Security and Wellness**

As champions at every level, our shared responsibility is to work across the broader community to build and maintain relationships among key agencies and community-based partners, to communicate the core concepts of our shared commitment, and to be ambassadors for this collective approach to community safety and wellbeing.

