



GREATER SUDBURY POLICE SERVICES BOARD
WEDNESDAY February 15, 2017 4:00 P.M.
Police Headquarters, Alex McCauley Boardroom, 5th Floor

PUBLIC AGENDA



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	- Inspector Michael Chapman and Craig Maki		
	- Inspector Dan Despatie and Lori Marconato		
	- Inspector John Somerset and Paul Notman		
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GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: February 8, 2017
PUBLIC	
SUBJECT: PROMOTION OF OFFICERS	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Our Members Goal: Recruitment and Succession Planning	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION ONLY

BACKGROUND:

Succession planning and promotions within the Service are governed by Human Resources Procedures. In accordance with the Collective Agreement and Promotional Procedure, members are promoted to various ranks within the Service.

CURRENT SITUATION:

As a result of recent retirements, vacancies at the rank of Staff Sergeant and Sergeant have been created.



The following member has been promoted and will be presented to the Board February 15, 2017:

Staff Sergeant Ed Stiller

Sergeant Jeff Lock



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: February 8, 2017
PUBLIC	
SUBJECT: POLICING EFFECTIVENESS AND MODERNIZATION (PEM) GRANT	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Provide Exemplary Policing Services	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION

BACKGROUND:

The Ministry of Community Safety and Correctional Services regularly provides grant funding for various police activities. Funding generally comes in the form of a one-time grant limited for a specified project, limited to offset costs for a defined period of time and purpose, or in perpetuity, however subject to annual renewals and reporting.

The Service is currently in receipt of various grants that assist in defraying costs associated with a variety of activities totalling just under \$3.8 million. Three such specific grants Community Policing Partnerships (CPP), 1,000 Officer Program, and Provincial Anti-Violence Intervention Strategy (PAVIS) have been providing grant funding to the Service for a number of years. At the present time, these three grants total \$1,437,833 in annual funding with the background detailed below.

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In 1998, the CPP Grant Program was launched which provided \$240,000 to offset the salaries of eight uniform officers by \$30,000 per member. Funds were used specifically for enhanced police visibility through frontline operational policing presence.

In 2005, the Safer Communities – 1,000 Officers Partnership was introduced as part of the government’s commitment to make Ontario communities safer by enhancing police visibility. Sudbury received \$980,000 to support the salaries of fourteen uniform officers at an offset of \$70,000 per officer. These officers were specifically dedicated to policing activities such as increased community patrols, enhanced traffic enforcement, school outreach programs, and drug and street crime enforcement.

In 2008, the PAVIS Grant was launched which supports the implementation of activities aimed at curbing gun and gang violence through directed enforcement initiatives. The Service was initially in receipt of \$451,525 which provided funds to offset staffing, education, and equipment costs. In 2015, the Service was notified that the funds were cut roughly in half to \$237,833 and that this allocation would now be subject to annual review and possible renewal.

In December 2016, the Ministry of Community Safety and Correctional Services advised that under the Strategy for a Safer Ontario, the Ministry had been undertaking a review of its grant programs. The goal is to ensure that grants align with the Strategy for a Safer Ontario. This new grant program will support municipal police services and Ontario Provincial Police contract locations currently receiving funding for programs that are developed that modernize community safety and the delivery of policing services and support initiatives that address locally-identified risks to safety and wellbeing. The initiatives must proactively address risk factors such as mental health and domestic violence in a strategic and holistic way that will help reduce reliance on police to respond to social disorder situations that are non-criminal in nature.

In this regard, previous grants have been repurposed and a new transitional Policing Effectiveness and Modernization (PEM) Grant was to be implemented in April 2017.

All funding is subject to the Ministry receiving the necessary appropriation from the Ontario Legislature.

CURRENT SITUATION:

Information was received in February 2017 that concerns were expressed on the timing of applications submission. In response the Ministry is delaying the full transition of the PEM Grant until 2018-2019. This will allow the Ministry to consult with policing stakeholders to structure the program.

Grant recipients will have the discretion to choose to receive funding under the previous policing grants with traditional requirements or apply for funding under the new PEM Grant. The Service is currently examining the terms and conditions of the new funding envelopes and will present the initiatives that will be advanced at the March 2017 Board meeting.

The deadline for all applications is March 31, 2017.



Public Safety Division

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MEMORANDUM TO: All Chiefs of Police and
Commissioner J.V.N. (Vince) Hawkes
Chairs, Police Services Boards

FROM: Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

SUBJECT: **2017/18 Grant Repurposing Update**

DATE OF ISSUE:	February 7, 2017
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	17-0009
PRIORITY:	Normal

On December 28, 2016, the Ministry of Community Safety and Correctional Services (Ministry) began notifying current recipients under the Toronto Anti-Violence Intervention Strategy (TAVIS), Provincial Anti-Violence Intervention Strategy (PAVIS), Community Policing Partnerships (CPP) and Safer Communities -1,000 Officers Partnership (1,000 Officers) programs that their funding will be repurposed effective April 1, 2017, to create a new Policing Effectiveness and Modernization (PEM) Grant. The PEM Grant is a transitional program available to current TAVIS, PAVIS, CPP and 1,000 Officers recipients as the Ministry moves towards a future outcomes-based grant program that aligns with the Strategy for a Safer Ontario.

In response to recent concerns regarding timing, the Ministry is now delaying the full transition to the PEM Grant for one year from 2017/18 to 2018/19. This time will allow the Ministry to consult further with policing stakeholders, AMO and communities, which will inform the structure of the grant program in 2018/19. However, in recognition of police services and boards that are interested in the PEM Grant and/or have already begun working on their applications, current TAVIS, PAVIS, CPP and 1,000 Officers recipients will have the discretion to apply for funding under the PEM Grant, as currently designed, in 2017/18. Specifically, they may choose to apply for funding under the PEM Grant based on local need **or** receive funding under the previous policing grants with traditional requirements (e.g., eligibility, reporting). Police services and boards that choose to apply under the currently designed PEM Grant would do so for 2017/18 only,

and would be encouraged to engage in the consultation of the PEM Grant, which will inform how the PEM Grant is structured after 2017/18.

All current funding recipients will be eligible to receive up to the full amount of funding they were allocated in 2016/17.

The Ministry will be further extending the deadline for PEM Grant applications from March 1, 2017, to March 31, 2017. For police services/boards that continue under the traditional policing grants in 2017/18, TAVIS/PAVIS proposals will also be due to the Ministry on March 31, 2017.

The Ministry will offer a workshop and webinars to provide information to police services/boards on their options for grant funding. Further information on these sessions will be available at a later date. The Ministry will also continue to provide support on completing PEM Grant applications.

Attached are Q&A's on the PEM Grant and grant repurposing as well as a revised application package.

The Ministry will continue its consultations on grants transformation, including the PEM grant, and will consider changes based on the outcome of these consultations. Further information will be communicated to stakeholders as soon as possible.

If you have any questions, please contact Silvana.Burke@Ontario.ca or James.Y.Lee@Ontario.ca.

Sincerely,



A handwritten signature in black ink, appearing to read 'S. Beckett', with a stylized flourish at the end.

Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

Enclosures



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: February 8, 2017
PUBLIC	
SUBJECT: NEEDS ASSESSMENT: LITERATURE ON POLICE GOVERNANCE	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Provide Exemplary Policing Services	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION AND ACTION

BACKGROUND:

The Canadian Association of Police Governance (CAPG) is recognized as the leading voice in police governance in Canada. The Greater Sudbury Police Services Board enjoys membership in CAPG. Additionally, Chair Vagnini currently serves on the Board of Directors.

CURRENT SITUATION:

Under the guidance of the Research and Policy Committee, the CAPG will be working with Academics across Canada to develop a Knowledge Exchange on the CAPG website. This public database will feature current research as related to policing/police governance accessible via a searchable database.

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The goal of the Knowledge Exchange is to showcase work being undertaken by the Academic community as well as current trends, best practices, and leading studies regarding policing/police governance.

The CAPG will be undertaking a literature review to identify existing material available as well as an outreach strategy to recruit the engagement of Academics across Canada interested in showcasing their research.

In order to ensure that the Knowledge Exchange is a value-driven resource, Boards are asked to share their ideas on what materials they would like to access.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR DISCUSSION	DATE: February 8, 2017
PUBLIC	
SUBJECT: CANADIAN ASSOCIATION OF POLICE GOVERNANCE CALL FOR RESOLUTIONS	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Provide Exemplary Policing Services	
Recommended by: Sharon Baiden Chief Administrative Officer	Approved by: Paul Pedersen Chief of Police

RECOMMENDATION: FOR INFORMATION AND DISCUSSION

BACKGROUND:

The 28th Annual Canadian Association of Police Governance Conference is scheduled for July 13-16, 2017 in Montreal, Quebec.

The Annual General Meeting will be held July 15, 2017. An important part of each Annual Meeting of the CAPG is the consideration of Resolutions brought forward by members.

CURRENT SITUATION:

The Canadian Association of Police Governance has sent out a call for resolutions. The deadline for submission of resolutions is Saturday April 1, 2017. Guidelines for preparation are available.



Canadian Association of Police Governance

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E-Mail: jmalloy@capg.ca Web: www.capg.ca /
www.capgconference.ca

2017 CALL FOR RESOLUTIONS

CAPG 28th ANNUAL MEETING MONTREAL, QUEBEC

An important part of each Annual Meeting of the Canadian Association of Police Governance (CAPG) is the consideration of Resolutions brought forward by our members. Members are invited to submit Resolutions in writing to the CAPG office any time before [SATURDAY, APRIL 1, 2017](#).

Please review the attached Resolutions Guidelines that will assist you in preparing Resolutions for submission.

Voting on the Resolutions will take place at the Annual General Meeting in

[MONTREAL, QUEBEC](#) on [SATURDAY, JULY 15, 2017](#) at CAPG's 28th Annual General Meeting.

If you have any questions on the guidelines or would like background on a certain issue or to have access to the CAPG Resolutions database, please get in touch with Jennifer Malloy, Executive Director, at jmalloy@capg.ca

THIS IS YOUR CHANCE TO ENSURE YOUR VOICE IS HEARD!

Send your Resolutions to:

CAPG Resolutions Committee, 78 George Street, Suite 204, Ottawa, ON
K1N 5W1 by email to jmalloy@capg.ca

1. CAPG Guidelines for Drafting Resolutions

(a) Relevance to Police Governance

All resolutions must show a clear relation to and/or impact on the role of police governance bodies.

(b) Background

To assist members in reviewing proposed resolutions, boards shall provide a one-page summary that includes the rationale for the resolution and relevant, factual background information.

(c) Media Lines

The sponsor of each resolution should provide media lines or a draft media release that can be used by CAPG and its members to promote the issue locally, provincially and nationally.

(d) Construction of a Resolution

All resolutions contain a preamble and an operative clause. The **preamble** describes the issue and the **operative** clause outlines the action being requested. The resolution should answer the following three questions:

- What is the problem?
- What is causing the problem?
- What is the best way to solve the problem?

2. Preamble:

The preamble commences with a recital, “**WHEREAS**” clause. Each clause is a separate but concise paragraph providing information as to the nature of the problem or reason for the action being requested. The preamble should not contain more than four “**WHEREAS**” clauses.

“**WHEREAS**” clauses are clear and concise; they are factual clauses to support your resolution. Resolutions that have more than four “**WHEREAS**” clauses become confusing and difficult to understand for the reader; intent is not clear.

3. Operative Clause:



The operative clause begins with the words “**THEREFORE BE IT RESOLVED**”. This clause should be as short as possible and must clearly describe the action being requested by the CAPG (actions that require consideration by other agencies should be directed to those agencies); the intent must be clear, stating a specific proposal for action by the CAPG. Resolved clauses should be only one sentence in length and must be able to stand alone as they are the only part of the resolution that will be debated or considered.

4. Helpful Hints for Presenting Resolutions

- a) **Be realistic.** The resolved statements should include specific actions that are realistic and implementable. Resource availability (both human and financial) will affect the implementability of resolutions.
- b) **Be positive.** A positive approach always works better than a negative one. Write positive statements, and address the issue positively when you are speaking to it.
- c) **Be knowledgeable.** Know the facts about all parts of your resolution. Be aware of other resolutions that have been passed on your issue and be sure to state in your resolution why reaffirmation of the same stand is timely.
- d) **Gather support and assistance.** Try to involve other members in supporting your resolution. Share your facts and ask others to speak pro to your resolution. This will not only help you get your resolution passed, it will also encourage other members to get involved.
- e) **Present the resolution.** Ensure that a member from the Sponsoring Board is available to present the Resolution.
- f) **Use your time on the floor wisely, time is limited.** As the author, you will have an opportunity to speak to the resolution first. Remember that the delegates have a copy, so don't read it to them. Instead, take this opportunity to state some of the facts that might not be included in the "whereas" clauses.
- g) **Be available.** Make sure you are available to the Delegates to answer questions.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR CONSIDERATION	DATE: February 8, 2017
PUBLIC	
SUBJECT: 2017 EMIL KOLB AWARD FOR EXCELLENCE IN POLICE GOVERNANCE	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Provide Exemplary Policing Services	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION AND CONSIDERATION

BACKGROUND:

Established in 2013 by the Canadian Association of Police Governance (CAPG), the Emil Kolb Award for Excellence in Police Governance recognizes and highlights an individual for their significant contributions, commitment, and leadership towards the enhancement of civilian police governance in Canada.

This award will be presented annually during the Canadian Association of Police Governance conference.

CURRENT SITUATION:

The call for nominations has been issued for the Emil Kolb Award for Excellence in Police Governance. The deadline for nominations is April 30, 2017. Please find attached additional information including background and eligibility criteria.

Emil Kolb Award for Excellence in Police Governance

CAPG invites your nomination for the 2017 Emil Kolb Award

Established in 2013 by the Canadian Association of Police Governance (CAPG), the **Emil Kolb Award for Excellence in Police Governance** recognizes and highlights an individual for their significant contributions, commitment and leadership towards the enhancement of civilian police governance in Canada.

Eli El-Chantriy 2014



Past Recipients

Zaheer Lakhani 2015



Alok Mukherjee 2016



Submission – Criteria & Eligibility attached

Please provide, in writing, specific, detailed examples to support the nomination. The nomination should address the following:

- Why do you think the nominee is deserving of the Emil Kolb Award for Excellence in Police Governance?
- How does the nominee demonstrate most or all of the criteria listed above?
- Describe how the nominee has added value and enhanced civilian police governance either provincially, territorially and/or federally?

All nominations must be received by **April 30 2017**. Nominations are to be submitted either by fax or email to:

Jennifer Malloy, Executive Director, CAPG

Email: jmalloy@capg.ca

Fax: 613.344-2385

The nominator will receive acknowledgment of receipt of the submission via e-mail.

Emil Kolb Award for Excellence in Police Governance



Established in 2013 by the Canadian Association of Police Governance (CAPG), the Emil Kolb Award for Excellence in Police Governance recognizes and highlights an individual for their significant contributions, commitment and leadership towards the enhancement of civilian police governance in Canada.

Eligibility

- Current or past CAPG members
- An individual must be a one time recipient
- Cannot currently be serving as a Board Director on the CAPG

Criteria

- Demonstrates a passion towards the enhancement of police governance
- Works collaboratively and pro-actively to improve police governance and bring change that will enhance public safety
- Exerts collaborative leadership in an exemplary way
- Shares insights and educates and mentors others on the principles of good governance
- Fosters meaningful relationships based on inclusion, diversity, and representation of views among stakeholders (community, police, government)
- Challenges, inspires and motivates others to a work together
- Demonstrates a high level of integrity and ethical standards
- Values tradition, while encouraging innovation and the courage to pursue a vision for a better future

Submission

Please provide, in writing, specific, detailed examples to support the nomination by April 30, 2017. The nomination should address the following:



- Why do you think the nominee is deserving of the Emil Kolb Award for Excellence in Police Governance?
- How does the nominee demonstrate most or all of the criteria listed above?
- Describe how the nominee has added value and enhanced civilian police governance either provincially, territorially and/or federally?

Selection

- The information provided will be used by the CAPG Emil Kolb Award Committee to determine the recipient of this award.
- The CAPG Emil Kolb Award Committee will be made up of the members of CAPG Executive Committee and one member from the Region of Peel Police Services Board.
- The CAPG will inform the recipient of the award.
- The award will be presented at the annual CAPG conference.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR CONSIDERATION	DATE: February 8, 2017
PUBLIC	
SUBJECT: OAPSB POLICE SERVICES ACT REVIEW SURVEY RESULTS	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Provide Exemplary Policing Services	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION

BACKGROUND:

The Board will recall that in the fall of 2016, the Ontario Association of Police Services Board (OAPSB) surveyed its members seeking views and input on what they felt should be addressed in the anticipated reform Ontario's *Police Services Act* (PSA) which became law more than twenty-five years ago.

The PSA is the law that provides the legislative framework for community safety in Ontario. The Greater Sudbury Police Services Board was one of the governing agency members who participated.

Premier Kathleen Wynne in a recent statement has promised a bill this spring to modernize the *Police Services Act*. The reforms are expected to touch on nearly every aspect of policing from staffing models, police discipline, police officer training, and the role of local boards

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It is anticipated that the changes will be rolled into the "Strategy for a Safer Ontario," which the government has been working on as a new blueprint for effective, sustainable, and community-based policing. Marie-France Lalonde, the newly appointed Minister of Community Safety and Correctional Services, will lead the reform.

CURRENT SITUATION:

On January 31, 2017 the Ontario Association of Police Services Boards released the survey results. The Greater Sudbury Police Services Board was one of 107 of the 138 governing agency members who participated. This represented an 80% rate.

The survey identified the degree of support for 56 specific reform ideas proposed in members' previous submissions.

The top five priorities identified in the survey were:

- Strengthening police board governance
- Modernizing police labour relations practises
- Facilitating alternate service delivery of some police service responsibilities
- Mandating interagency cooperation between police and other agencies such as health and social services and
- Improving police oversight by third parties, i.e., the Special Investigations Unit (SIU), the Office of Independent Police Review Director (OIPRD), and the Ontario Civilian Police Commission (OCPC)

A copy of the entire survey and associated results is attached.

Strengthening Police Governance, Modernizing Labour Relations Top Priorities for Legislative Action

NEWS

6 February 2017

(Toronto)—A [survey](#) of over 100 police governance agencies across Ontario shows that strengthening police board governance and modernizing labour relations practices require urgent legislative action.

The top five priorities identified in the survey were:

- Strengthening police board governance
- Modernizing police labour relations practises
- Facilitating alternate service delivery of some police service responsibilities
- Mandating interagency cooperation between police and other agencies such as health and social services
- Improving police oversight by third parties, i.e., the Special Investigations Unit (SIU), the Office of Independent Police Review Director (OIPRD), and the Ontario Civilian Police Commission (OCPC)

The [Ontario Association of Police Services Boards](#) (OAPSB) surveyed its membership in anticipation of the Ontario government's updates to the *Police Services Act* (PSA), the legislative framework for community safety in Ontario. This is the first update to the PSA in over 25 years.

QUOTES

"The Ontario government's commitment to modernize the *Police Services Act* will help ensure that police governance works, and that police efforts reflect the needs, values, and expectations of the communities they protect. The OAPSB looks forward to working with the government to strengthen governance and keep communities safe."

—Eli El-Chantiry, Chair & President OAPSB

"For years, the OAPSB has argued that police chiefs should be able to suspend officers charged with egregious offences without pay. The survey shows that 100 percent of respondents agree."

—Kevin Eccles, Vice-President OAPSB

QUICK FACTS

- The [current PSA](#) became law in 1990, and has not been extensively revised since then
- The government is updating the PSA to modernize policing and police governance.
- Revising the legislative framework for community safety has been the OAPSB's top priority
- The survey measured the degree of support for 56 specific reform ideas

Read the Backgrounder: www.oapSB.ca/news/

Read the Full Survey Report: www.oapSB.ca/advocacy



News Release Communiqué

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Police Governance Survey Results Overview

6 February 2017

The Survey

The Ontario Association of Police Services Board (OAPSB) [surveyed](#) its members on their priorities for the upcoming update to Ontario's *Police Services Act* (PSA). The PSA is the law that provides the legislative framework for community safety in Ontario.

The survey identified the degree of support for 56 specific reform ideas proposed in members' previous submissions.

Survey Participants

Of 138 governing agency members, 107 participated in the survey — an 80% response rate. Participants included:

- 45 municipal police boards (PSA Section 31), including two hybrid boards
- 58 OPP-contract police services boards (PSA Section 10)
- Two First Nations police services boards
- Two community policing advisory committees (CPACs)

Priorities Identified

Respondents ranked the following as top priorities for the new PSA. While all were considered important, they are ranked by members' number one choices.

1. Strengthening police board governance (44 per cent)
2. Modernizing police labour relations practices (21 per cent)
3. Facilitating alternate service delivery of some police service responsibilities (13 per cent)
4. Mandating interagency cooperation between police and other agencies such as health and social services (9.5 per cent)
5. Improving police oversight by third parties, i.e., the Special Investigations Unit (SIU), the Office of Independent Police Review Director (OIPRD), and the Ontario Civilian Police Commission (OCPC) (9.5 per cent)

Other Survey Results

An overwhelming number of respondents felt that safety of our communities should be legislatively recognized as a foundation for social well-being and economic prosperity in Ontario.

The survey indicated that OAPSB membership feels strongly that:

- Police board governance needs to be legislatively designed to ensure that police efforts in their community reflect the needs, values and expectations of residents, and that the police board has the information and expert assistance to articulate those expectations as well as ensure those expectations are being met;



Backgrounder Document d'information

- Police board training needs to be mandatory, meaningful, proficiently developed and delivered by OAPSB, on behalf of, and funded by the Government of Ontario; and
- Police labour reform must more closely resemble general labour practises in virtually every aspect, including arbitration.

Consistent with what OAPSB has advocated for years, 100 per cent of respondents agreed that police chiefs should be able to suspend, without pay, officers charged with egregious offenses or misconduct.

Read the full survey report: www.oapSB.ca/advocacy/

The *Police Services Act* (PSA)

The [current PSA](#) became law in 1990, and has not been extensively revised since. The Ontario government has committed to a [Strategy for a Safer Ontario](#) and to updating the PSA to modernize policing and police governance. Revising the legislative framework for community safety has been OAPSB's number one priority.

The OAPSB

The [Ontario Association of Police Services Boards](#) (OAPSB) is the leading voice of police governance in Ontario. It serves members and stakeholders, as well as the general public by:

- Helping local police services boards fulfill their legislated responsibilities by providing training, networking opportunities and facilitating the transfer of knowledge; and
- Advocating for improvements in public safety laws and regulations, practices and funding mechanisms.

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MEMBER SURVEY RESULTS – POLICE SERVICES ACT REWRITE

EXECUTIVE SUMMARY

The purpose of this survey is to confirm the needs and expectations of members of the Ontario Association of Police Services Boards (OAPSB) regarding the upcoming rewrite of the Police Services Act (PSA). This legislative update is a once-in-a-generation opportunity to positively influence the legislative framework for community safety, and is OAPSB's Number One priority.

The OAPSB Member survey identifies the degree of support for 56 specific reform ideas based on members' previous PSA submissions. Of 138 police governing agencies within OAPSB, 107 participated in the survey (an 80% response rate).

Overall, respondents ranked “Strengthening Police Board Governance” as the number one need of the new PSA, followed by “Modernizing Police Labour Relations”.

An overwhelming number of respondents felt that safety of our communities should be legislatively recognized as a foundation for social well-being and economic prosperity in Ontario.

Regarding Police Board Accountabilities and Authority, respondents felt strongly that:

- The PSA must provide greater precision and clarity regarding the roles of Police Boards and Police Chiefs, before prescribing board composition, member competencies, training, etc.
- Police boards need to directly engage their communities on an ongoing basis, in order to determine the strategic outcomes and limitations for policing in their community
- In order to make evidence-based decisions, police boards need the timely provision of relevant information, and direct access to independent expert assistance and advice
- Police boards should have the flexibility and authority to select a composite of service providers - police and non-police – for the fulfillment of some responsibilities
- Human resource management should be delegated to the Chief/Detachment Commander

- Police boards need to evaluate how well the overall police service performs, not just the Chief
- Police budgeting needs to reflect programs, not 'lines'
- There should be performance standards for boards

Regarding Police Board Training, respondents felt strongly that:

- Police boards need mandatory individual and team training on responsibilities, the code of conduct, critical thinking, analysis and decision-making skills and public safety issues – in order to provide strategic direction for police service in their community
- The provincial government should accredit and fund board training developed and delivered by OAPSB on the government's behalf

Regarding OPP Governance, respondents felt strongly that:

- Geography should be a key factor in determining whether or not to amalgamate Section 10 (OPP) police boards, especially in Northern Ontario
- OPP cost estimates/budgets, and bills, should be approved by Section 10 boards who then submit them to the municipal government

Some respondents suggested there should be a provincial-level police board for the OPP.

Regarding Police Board Composition, Selection and Remuneration, respondents felt strongly that:

- The majority of police board members should continue to be appointed by the local municipality, and all appointments to police boards should be subject to a background check
- Police board member remuneration should reflect the importance and gravity of their roles and responsibilities

Regarding Police Labour Reform, respondents felt strongly that:

- Police chiefs should be able to suspend, without pay, officers charged with egregious offenses/misconduct. Processes and penalties for police officer misconduct need to be simplified and more reflective of general labour practises in Ontario
- Police boards should have the authority to lay-off employees including police
- All uniformed and civilian police management should be excluded from bargaining-unit (Association) membership, especially Human Resources, Finance and Legal

advisors should be excluded from bargaining-unit (Association) membership (who are advisors to the board in collective bargaining)

- Boards should be allowed to delegate the bargaining process to professionals not on the board. Police boards should approve bargaining mandates and ratify collective agreements; collective bargaining itself should be conducted by police management (like every other sector in Canadian society)
- “Coordinated” bargaining amongst police employers should continue
- Arbitrators should be compelled to consider non-police comparators, and to explain how and to what extent mandatory factors were considered in rendering their decisions

Regarding Special Constables, respondents felt strongly that:

- Police boards should be the appointing authority for special constables
- A provincially-standardized MOU between a special constable employer police board is required
- Oversight of special constables should be similar to oversight of police officers

Clearly OAPSB membership feels strongly that:

- Police board governance needs to be legislatively designed to ensure that police efforts in their community reflect the needs, values and expectations of that community, and that the police board has the information and expert assistance to articulate those expectations as well as ensure those expectations are indeed being met
- Police board training needs to be mandatory, meaningful, proficiently developed and delivered by OAPSB, on behalf of, and funded by, the Government of Ontario
- Police labour reform must more closely resemble general labour practises in virtually every aspect, including arbitration

These survey results are the foundation of OAPSB’s advocacy efforts in this final stretch of the 4½-year PSA re-write process, and validates the positions taken in our previous participation in the Future of Policing process, submissions to Government, and media releases.

INTRODUCTION

Since the Province's Future of Policing Summit almost five years ago, the Ontario Association of Police Services Boards (OAPSB) has been participating in Future of Policing forums. Leading to the last election, OAPSB advocated for:

- Seeing the ongoing Future of Policing project through to its conclusion and implementation
- Adopting a whole-of-the-government approach to public safety, implementing policies and legislation that integrates public safety activities, realigns who-does-what among public safety agencies, and leverages effective, cost-efficient alternative service delivery options
- Strengthening citizen governance of local policing by making it universal across the province, relevant to community needs, and effective in fulfilling a robust governance mandate

In July, 2016, the OAPSB Board of Directors recognized the need to confirm its understanding of OAPSB members' needs and expectations for the new PSA. Accordingly, a survey was prepared and launched.

BACKGROUND

The current *Police Services Act* (PSA) was passed into law in 1990. Since then 14 associated regulations have also been enacted, and a further 9 have been repealed or spent. The Government of Ontario is committed to its "Strategy for a Safer Ontario". It is also committed to opening up the PSA, for the purpose of modernizing policing and police governance.

This is the first time in over 25 years that the PSA has been opened up in its entirety. As such, this is a once-in-a-generation opportunity to positively influence the legislative framework for community safety, and **OAPSB's Number One priority**.

SURVEY DESIGN AND PROCESS

Survey Design

The on-line survey was designed to:

- identify respondents by board type (municipal, OPP or First Nations) for analysis purposes, and to avoid potential skewing from a single source
- rank in priority five general PSA rewrite themes

- identify the degree of support for 56 specific reform ideas based on previous submissions from Durham Region PSB, London PSB, Peel PSB, York PSB, Toronto PSB, Temiskaming Shores PSB, and OAPSB. Respondents could answer questions in agreement, disagreement or not applicable. One duplicate question was added for control purposes.

The survey opened on 6 September 2016, and closed on 10 October 2016.

Participation

Of 138 police governing agencies within OAPSB, 107 participated in the survey (**an 80% response rate**), comprising:

- 45 municipal police boards (Section 31), including 2 hybrid boards
- 58 OPP-contract police services boards (Section 10)
- 2 First Nations police services boards
- 2 community policing advisory committees (CPAC)

A list of respondents is provided at Appendix 1.

Analysis

The OAPSB Board of Directors choose the following analytical techniques:

- Only OPP board and CPAC responses would comprise the OPP local governance results, as they comprise the OPP local governors
- Only Section 31 municipal and First Nations police board responses would comprise the police employers' responses, as they comprise the municipal police employers
- Only Section 31 municipal police board responses would comprise the special constable responses, as they comprise the special constable appointment recommenders
- Results would be based on weighted averages (i.e. 'not applicable' responses would be factored out of 'agree/disagree' percentages)

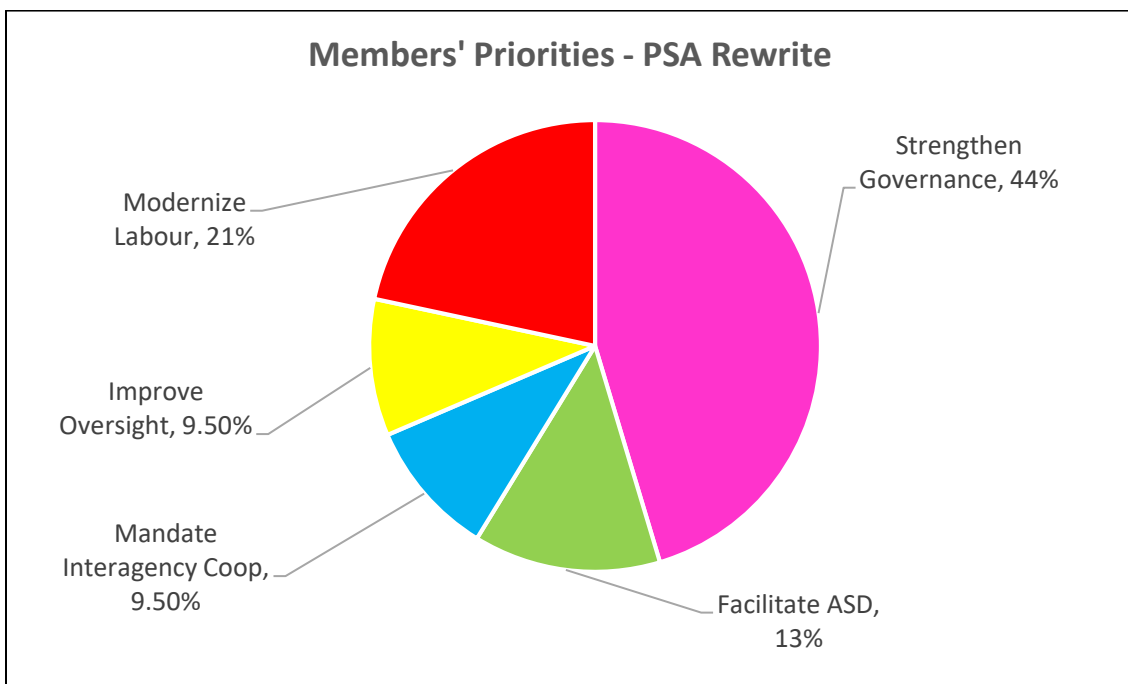
SURVEY RESULTS – MEMBERS' PRIORITIES

Members ranked the following priorities for the Provincial Government's PSA rewrite:

1. Strengthening Police Board Governance
2. Modernizing Police Labour Relations practises

3. Facilitating Alternate Service Delivery of some police service responsibilities
4. Mandating Interagency Cooperation between police and other agencies such as health and social services
5. Improving Police Oversight by third parties, i.e. the Special Investigations Unit (SIU), the Office of Independent Police Review Director (OIPRD) and the Ontario Civilian Police Commission (OCPC)

Members also indicated that all five areas were important.



SURVEY RESULTS – COMMUNITY SAFETY

An overwhelming number of respondents felt that safety of our communities should be legislatively recognized as a foundation for social well-being and economic prosperity in Ontario.

SURVEY RESULTS – POLICE GOVERNANCE REFORM

34 questions related to Police Governance Reform covered the following four areas:

- Police Board Accountabilities and Authority
- Police Board Training
- OPP Local Governance
- Police Board Composition, Selection and Remuneration

Police Board Accountabilities and Authority

Regarding how the PSA should be revised to legislatively instill better Police Board Accountabilities and Authority, respondents **felt strongly** that:

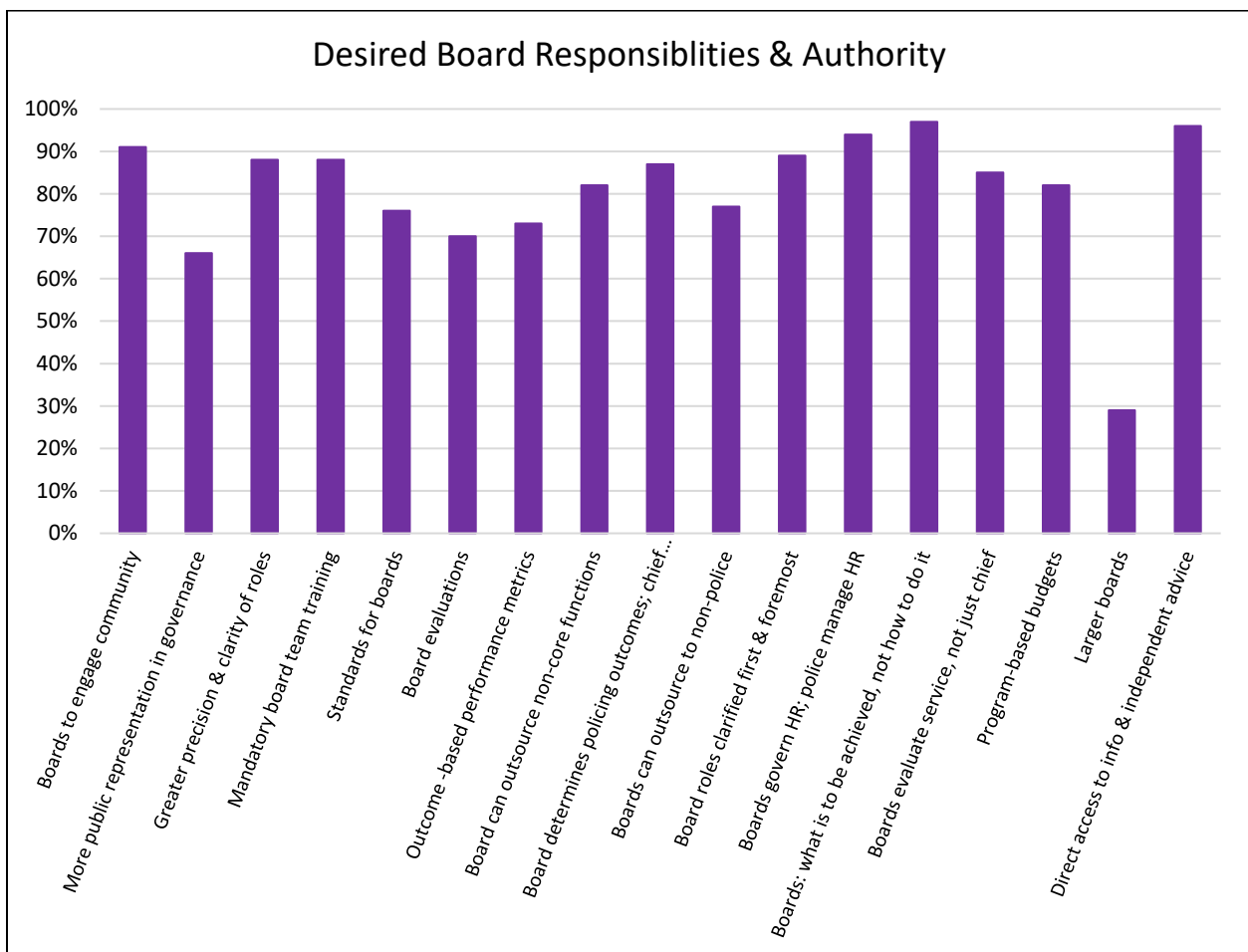
- The PSA must provide greater precision and clarity regarding the roles of Police Boards and Police Chiefs, before prescribing board composition, member competencies, training, etc.
- Board policies need to specify what the police service/detachment is to achieve, not how it functions
- Police boards need to directly engage their communities on an ongoing basis, in order to determine the strategic outcomes and limitations for policing in their community; police chiefs should be developing the action plans to achieve those outcomes within those limits
- Evidence-based decision-making requires the timely provision of relevant decision-information. Accordingly, police boards need direct access to information plus independent expert assistance and advice.
- The Provincial Government must specify what police functions must be performed by a police officer, and allow police boards the flexibility and authority to select a composite of service providers - police and non-police – for the fulfillment of other police board community responsibilities.
- Human resource management should be delegated to the Chief/Detachment Commander
- Police boards need to evaluate how well the overall police service performs, not just the Chief

- Police budgeting needs to reflect programs, not ‘lines’, in order to be able to show the value to the community
- There should be performance standards for police boards

Respondents also indicated:

- There should be more public representation in police governance
- Outcome-based performance metrics for police need to replace today’s process/resource/activity-based Adequacy Standards
- Police boards should be evaluated against governance performance standards

Survey responses regarding Police Board Accountabilities and Authority are shown in the chart below. Specific responses are contained in Appendix 2.

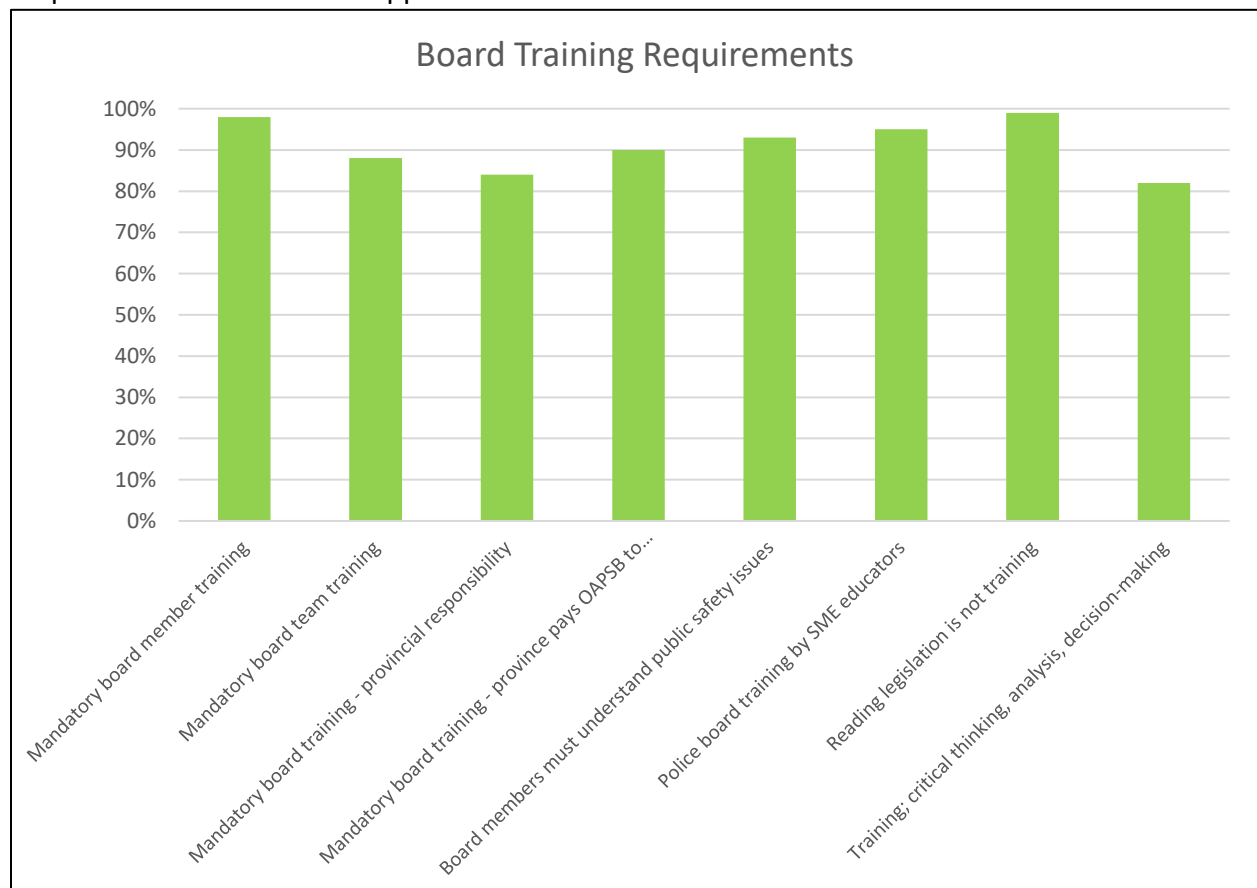


Police Board Training

Regarding how the PSA should be revised to legislatively address Police Board Training, respondents **felt strongly** that:

- New police board members must receive training on what is expected of them and what constitutes misconduct, and police boards must receive training on how to govern as a team
- Board members must have sufficient understanding of public safety issues to collectively make decisions regarding strategic direction for the police service
- Board training needs to develop critical thinking, analysis and decision-making skills
- Police board training needs to be developed and delivered by people that understand police governance, and can teach
- The provincial government should accredit and fund board training developed and delivered by OAPSB on the government's behalf

Survey responses regarding Police Board Training are shown in the chart below. Specific responses are contained in Appendix 2.

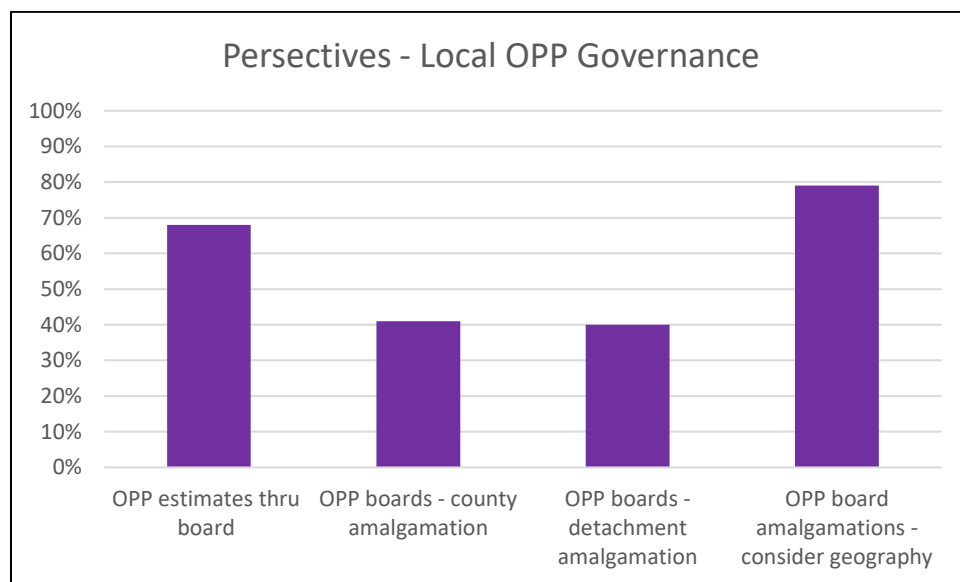


OPP Local Governance

Respondents felt strongly that geography should be a key factor in determining whether or not to amalgamate Section 10 (OPP) boards, especially in Northern Ontario. Less than half of Section 10 and Section 5.1 CPAC respondents were in favour of board amalgamations on the County/District or Detachment basis.

Respondents also felt that OPP cost estimates/budgets, and bills, should be approved by Section 10 police boards who then submit them to the municipal government.

Survey responses regarding Local OPP Governance are shown in the chart below. Specific responses are contained in Appendix 2.



Police Board Composition, Selection & Remuneration

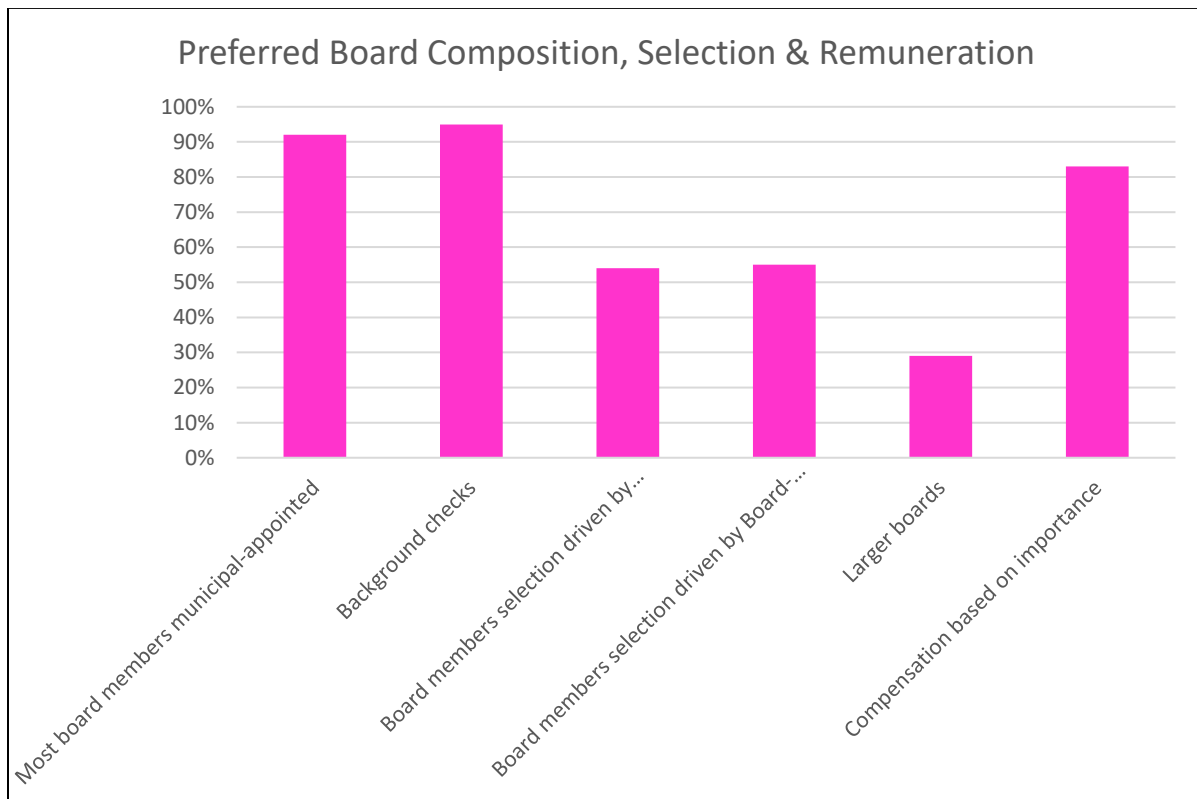
Regarding how the PSA should be revised to legislatively address Police Board Composition, Selection and Remuneration, respondents **felt strongly** that:

- The majority of police board members should continue to be appointed by the local municipality
- All appointments to police boards should be subject to a background check
- Police board member remuneration should reflect the importance and gravity of their roles and responsibilities

Respondents were divided on the question of whether selection to police boards should be based on competencies, or not, regardless of the appointing authority.

Respondents were generally not in favour of larger boards.

Survey responses regarding Police Board Composition, Selection & Remuneration are shown in the chart below. Specific responses are contained in Appendix 2.



SURVEY RESULTS – POLICE LABOUR REFORM

21 questions related to Police Labour Reform covered the following four areas:

- Police Qualifications
- Police Employers' Labour Issues
- OPP Local Board input to Collective Bargaining
- Special Constables

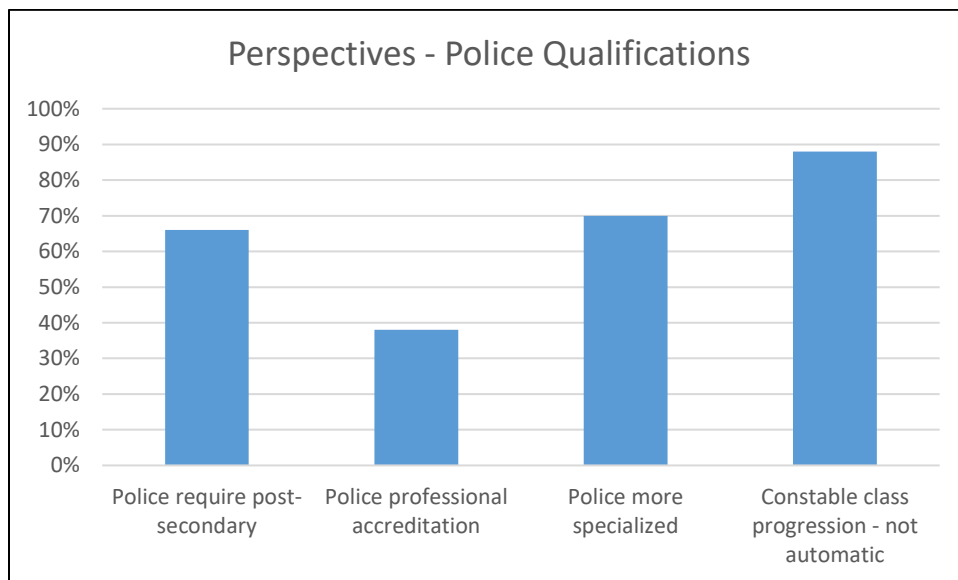
Police Qualifications

Regarding how the PSA should be revised to legislatively address Police Qualifications, respondents **felt strongly** that progression through the constable classes (4th, 3rd, 2nd, 1st) should be slowed down and based on more than ‘time served’.

Most respondents also felt that post-secondary education should be a prerequisite to becoming a police officer, and that police need to become more specialized, in order to address new and emerging threats such as cybercrimes.

Respondents did not feel that police officers should be professionally accredited.

Survey responses regarding Police Qualifications are shown in the chart below. Specific responses are contained in Appendix 2.



Police Employers' Labour Issues

Regarding how the PSA should be revised to legislatively address Police Qualifications, respondents **felt strongly** that:

- Police chiefs should be able to suspend, without pay, officers charged with egregious offenses/misconduct
- Processes and penalties for police officer misconduct need to be simplified and more reflective of general labour practises in Ontario
- Police boards should have the authority to lay-off employees including police

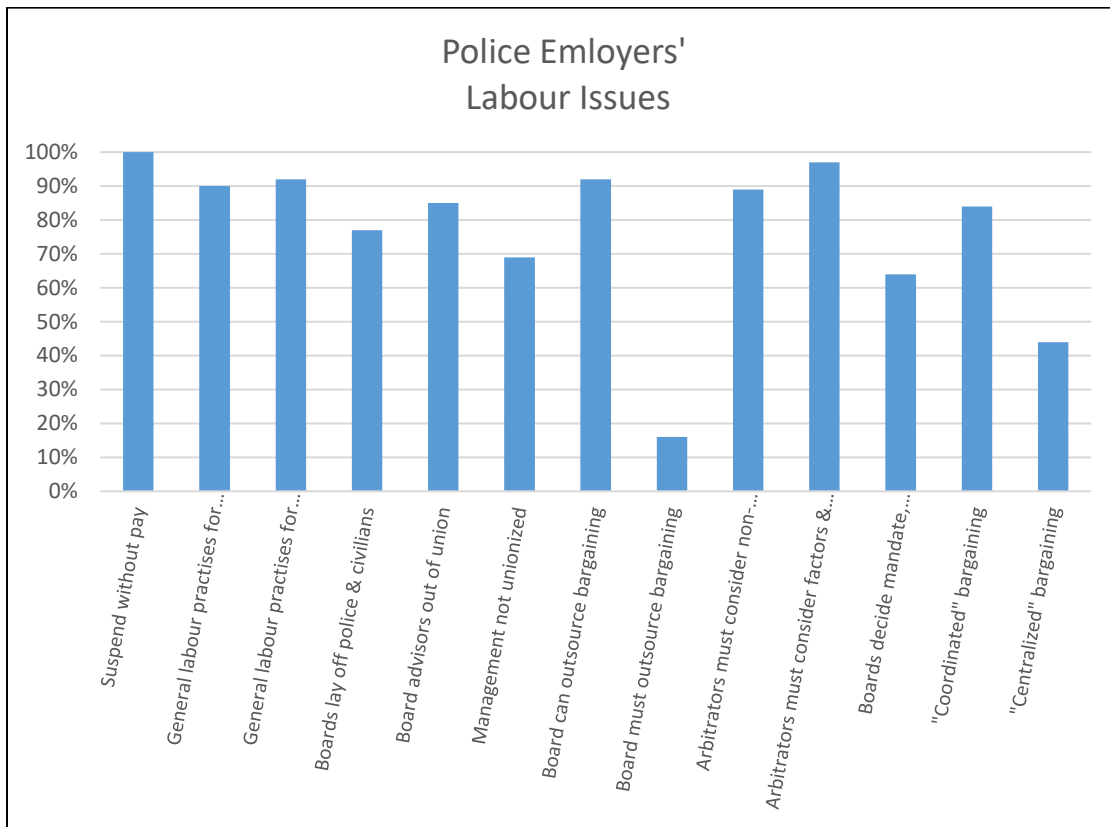
- Police Human Resources, Finance and Legal advisors should be excluded from bargaining-unit (Association) membership (they are advisors to the board in collective bargaining)
- Boards should be allowed to delegate the bargaining process to professionals not on the board, but should not be compelled to do so
- “Coordinated” bargaining amongst police employers should continue
- Arbitrators should be compelled to consider non-police comparators, such as a municipal non-police employee groups, in their determinations. They should also be compelled to explain how and to what extent mandatory factors were considered in rendering their decisions

Respondents also indicated:

- All Uniformed and Civilian police management should be excluded from bargaining-unit (Association) membership
- Police boards should approve bargaining mandates and ratify collective agreements; collective bargaining itself should be conducted by police management (like every other sector in Canadian society)

Less than half of respondents were in favour of “centralized” police bargaining.

Survey responses regarding Police Employers’ Labour Issues are shown in the chart below. Specific responses are contained in Appendix 2.



OPP Local Board input to Collective Bargaining

Respondents **felt strongly** that OPP boards should have a say in the Provincial Government's mandate for OPP collective bargaining.

Special Constables

Regarding how the PSA should be revised to legislatively address Special Constables, respondents **felt strongly** that:

- Police boards should be the appointing authority for special constables
- A provincially-standardized memorandum of understanding (MOU) between a special constable employer and police board is required
- Oversight of special constables should be similar to oversight of police officers

RESULTS – ADDITIONAL RESPONDENT COMMENTS

The majority of comments expanded on the issues captured in the survey questions. New concepts that were raised were:

- There should be a provincial-level police board for the OPP (several respondents mentioned this)
- The cost of local police conduct hearings directed by the Province’s OIPRD should be borne by the Province, especially when the outcome is no misconduct
- The Province should assume all responsibility for court security and prisoner transport
- There has to be a larger compensation package for Board members
- Police should not be responsible for bears; bears should be the sole responsibility of the Ministry of Natural Resources
- There needs to be more than one candidate in the Detachment Commander selection process

The OAPSB membership has not been surveyed regarding these concepts presented by respondents.

CONCLUSION

Clearly OAPSB membership feels strongly that:

- Police board governance needs to be legislatively designed to ensure that police efforts in their community reflect the needs, values and expectations of that community, and that the police board has the information and expert assistance to articulate those expectations as well as ensure those expectations are indeed being met
- Police board training needs to be mandatory, meaningful, proficiently developed and delivered by OAPSB, on behalf of, and funded by, the Government of Ontario
- Police labour reform must more closely resemble general labour practises in virtually every aspect, including arbitration

These survey results are the foundation of OAPSB's advocacy efforts in this final stretch of the 4½-year PSA re-write process, and validates the positions taken in our previous participation in the Future of Policing process, submissions to Government, and media releases.

APPENDICES

Appendix 1 – Participants

Appendix 2 – Specific Survey Question Results

Prepared by: Fred Kaustinen, Executive Director OAPSB

APPENDIX 1 – SURVEY PARTICIPATION

Participants - Section 31:

Amherstburg
Aylmer
Barrie
Belleville
Bradford West Gwillimbury /Innisfil
Brantford
Brockville
Chatham-Kent
Cobourg
Cornwall
Deep River
Dryden
Durham Region
Espanola
Gananoque
Greater Sudbury
Guelph
Halton Regional
Hamilton
Hanover
Kawartha Lakes
Kingston
LaSalle
London
Niagara Region
North Bay
North Huron
Ottawa
Owen Sound
Peel Region
Peterborough
Port Hope
Sarnia
Saugeen Shores
Shelburne
Smith Falls

Stirling-Rawdon
Stratford
Timmins
Toronto
Waterloo Region
West Grey
West Nipissing
Woodstock
York Region

Respondents - First Nations:

Rama
UCCM Anishnaabe

Respondents - Section 10 (OPP):

Alnwick Haldimand Township
Atikokan Township
Augusta Township
Blandford-Blenheim Township
Bonfield Township
Brant County
Brighton
Carleton Place
Central Huron
East Ferris Township
East Zorra-Tavistock Township
Elgin Group
Essex
Fort Frances
Georgian Bluffs Township
Grey Highlands
Haldimand County
Hamilton Township
Hawkesbury
Ignace Township
Kapusking
Kenora

Kirkland Lake
Lakeshore
Lambton Group
Lanark Highlands Township
Marathon
Merrickville-Wolford
Municipality of Brockton
Nation Municipality
Norfolk County
North Grenville
Nottawasaga
Orillia
Pembroke
Perth
Petawawa
Prescott
Prince Edward
Red Lake
Shuniah
Smith Ennismore
Smooth Rock Falls
South Bruce Peninsula
Southgate
Spanish
Tay Valley Township
Tecumseh
Temiskaming Shores
Thames Centre
Tillsonburg
Trent Lakes
West Nipissing

Respondents - Section 5.1 – Community Police Advisory Committees (CPAC):

Blue Mountain (OPP) - Section 5.1
Mississippi Mills - Section 5.1

APPENDIX 2 – SPECIFIC SURVEY QUESTION RESPONSES

Community Safety

- Q1 - The safety of our communities should be legislatively recognized as a foundation for social wellbeing and economic prosperity (96%)

Police Board Accountabilities and Authority

- Q2 - Engaging the public and community groups on an ongoing basis should become a more entrenched feature of police governance (91%)
- Q3 - The Police Services Act needs to instill a greater degree of public representation into governance processes (66%)
- Q4 - The Police Services Act must provide greater precision and clarity regarding the roles of Boards and Police Chiefs (88%)
- Q7 - There should be performance standards for boards (76%)
- Q8 - Boards should be evaluated against governance performance standards (rather than today's Adequacy Standards for boards) (70%)
- Q18 - Police board decision-making needs to evidence-based, and boards must be ensured the timely provision of relevant decision-information (95%)
- Q19 - Outcome-based performance metrics for police need to replace today's process/resource/activity-based Adequacy Standards (73%)
- Q21 - The government must specify what police functions must be performed by a police officer, and only a police officer. Police boards must be legislatively authorized to determine who will fulfill non-core functions in their community (82%)
- Q29 - Police boards, through community engagement and surveys, should be determining the strategic outcomes and limitations for policing in the community; police chiefs should be developing the action plans to achieve those outcomes within those limits (87%)
- Q38 - Boards should have the flexibility and authority to select a composite of service providers from a variety of suppliers - police and non-police, public and private sector-based (77%)

- Q41 - Board roles must be clarified before prescribing board composition, member competencies, training, etc. (89%)
- Q42 - Boards exist to govern resources, not manage them; human resource management should be delegated to the Chief/Detachment Commander (94%)
- Q43 - Board policies need to specify what the police service/detachment is to achieve, not how it functions (97%)
- Q44 - Boards need to evaluate how well the overall police service performs, not just the Chief (85%)
- Q45 - Police budgeting needs to reflect programs, not 'lines', in order to be able to show the value to the community (82%)
- Q48 - Boards must have direct access to the information and the independent expert assistance/advice they need to fulfill their roles and responsibilities (96%)

Police Board Training

- Q5 - There should be mandatory training for new board members on what is expected of them, and what constitutes misconduct (98%)
- Q6 - There should be mandatory training for boards on how to govern as a team (88%)
- Q33 - Mandatory board training should be the responsibility of the provincial government (84%)
- Q34 - The provincial government should accredit and fund board training developed and delivered by OAPSB on the government's behalf (90%)
- Q35 - Board members must have sufficient understanding of public safety issues to collectively make decisions regarding strategic direction for the police service (93%)
- Q47 - Board training needs to be developed and delivered by people that understand police governance, and can teach (95%)
- Q49 - Reading legislation to new board members is not adequate training (99%)
- Q50 - Board training needs to develop critical thinking, analysis and decision-making skills (82%)

OPP Local Governance

- Q9 - OPP cost estimates/budgets, and bills, should be approved by Section 10 boards who then submit them to the municipal government (67%)
- Q54 - Section 10 (OPP) boards should be amalgamated at the county/district level, and larger, for greater influence, to best serve the community (37%)
- Q55 - Section 10 (OPP) boards should not be amalgamated at the Detachment-level, to simplify oversight for the Detachment Commander (60%)
- Q56 - Geography should be a key factor in determining whether or not to amalgamate Section 10 (OPP) boards, especially in Northern Ontario (78%)

Police Board Composition, Selection & Remuneration

- Q10 - The majority of board members should continue to be appointed by the local municipality (rather than the Provincial Government) (92%)
- Q11 - All appointments to police boards should be subject to a background check that provides evidence of suitability (standards of which must be established province-wide) (95%)
- Q30 - Police board member selection should be based on fulfillment of required governance competencies as determined by the Ministry (54%)
- Q31 - Police board member selection should be based on fulfillment of required governance competencies as determined by each police board (55%)
- Q46 - Boards need to be larger, in order to perform all their governance duties, and better reflect community diversity (29%)
- Q57 - Board members need to be compensated in accordance with the importance and gravity of their roles and responsibilities (83%)

Police Qualifications

- Q15, 32 - Post-secondary education (i.e. college and/or university) should be a prerequisite to becoming a police officer (66%)
- Q16 - Police officers should be professionally accredited, like lawyers, accountants, engineers, etc. (38%)

- Q17 - Today's generalist model of police organization (general patrol, general investigation) needs to become more specialized, in order to address new and emerging threats such as cybercrimes (70%)
- Q36 - Progression through the constable classes (4th, 3rd, 2nd, 1st) needs to be slowed down, and not just based on 'time served' (88%)

Police Employers' Labour Issues

- Q12 - The police chief should be able to suspend, without pay, officers charged with egregious offenses/misconduct (100%)
- Q13 - Processes regarding police officer misconduct need to be simplified and more reflective of general labour practises in Ontario (90%)
- Q14 - Penalties for officer misconduct, up to and including dismissal, need to be simplified and more reflective of general labour practises in Ontario (92%)
- Q20 - Police boards should have the authority to lay-off police and civilian employees, not OCPC (77%)
- Q22 - Human Resources, Finance and Legal advisors should be excluded from bargaining-unit (Association) membership, like Chiefs and Deputy Chiefs (85%)
- Q23 - All Uniformed and Civilian police management should be excluded from bargaining-unit (Association) membership, like Chiefs and Deputy Chiefs (69%)
- Q24 - Boards should be allowed to delegate the bargaining process to professionals not on the board (92%)
- Q25 - Boards should be expected to delegate the bargaining process to professionals not on the board (16%)
- Q26 - Arbitrators should be compelled to consider non-police comparators, such as a municipalities non-police employee groups, in their determinations (89%)
- Q27 - Arbitrators should be compelled to explain how and to what extent mandatory factors were considered in rendering their decisions, and mandated to duly consider all legislated decision factors (97%)
- Q28 - Police boards should approve bargaining mandates and ratify collective agreements; collective bargaining itself should be conducted by (police) management, with external assistance as required (like every other sector in Canadian society) (64%)

- Q52 - “Coordinated” bargaining amongst police employers should continue (84%)
- Q53 - Bargaining police collective agreements should be “centralized” in Ontario (44%)

Special Constables

- Q37 - Boards should appoint special constables within their jurisdiction, rather than just 'recommend' for Provincial Government approval (97%)
- Q39 - There should be a standardized MOU between a special constable employer (e.g. college, transit system, etc.) and the police board that appoints them (94%)
- Q40 - Oversight of special constables should be similar to oversight of police officers, as both may use force against other people in certain circumstances (100%)

OPP Local Board input to Collective Bargaining

- Q51 - OPP boards should have a say in the Provincial Government’s mandate for OPP collective bargaining (87%)



"International Day for the Elimination of Racial Discrimination."

Greater Sudbury Police Service Racial and Multicultural Relations Advisory Committee and the GSPS Inclusion Team cordially invite you to attend the Annual Luncheon to celebrate the elimination of racial discrimination.

TUESDAY 21st MARCH, 2017
AT THE LOWER HALL OF THE CARUSO CLUB, HAIG STREET
REGISTRATION AT 11:45 AM

Buffet Lunch will be served
Cost \$15

AGENDA

12:00 Noon - O' Canada
Grace
Lunch

12:30 - Welcoming
Remarks

Key Note Speaker
Intercultural Ride-Along
Program Highlights



Intercultural Video
Presentation

1:15 PM – Closing Remarks

Please RSVP to Anna Barsanti by email: anna.barsanti@gsp.ca BEFORE MONDAY 13th MARCH, 2017



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: February 8, 2017
PUBLIC	
SUBJECT: NOTES OF APPRECIATION	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Our Members Goal: Acknowledging Exceptional Efforts	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION: FOR INFORMATION ONLY

BACKGROUND:



Notes of appreciation are received by the Chief's office and reported monthly to the Board.

CURRENT SITUATION:

An email message was received from a Sudbury resident who observed Constable Andrew Lanzo assisting an elderly woman at the New Sudbury Shopping Centre. "The young officer was holding the woman's hand as they walked. The people I was sitting with all commented about his kindness. Too often we find a reason to criticize the police. Thanks for the good work."



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR CONSIDERATION	DATE: February 8, 2017
PUBLIC	
SUBJECT: INVESTIGATION AND REPORTING OF FIREARMS DISCHARGES INSPECTION	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Provide Exemplary Policing Services	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board receives the correspondence from the Ministry of Community Safety and Correctional Services with respect to investigation and reporting of firearms discharge inspection and respond that there were no such incidents between the period of January 1, 2012 and current date.

BACKGROUND:

The Police Services Act (PSA) regulation 926 (Equipment and Use of Force), section 13, requires investigations into the circumstances of firearms discharges by members of police services in the performance of their duties that cause injury or death.

Further, Municipal chiefs of police are required to submit reports on these investigations to police services boards.

.../2

SUBJECT: INVESTIGATION AND REPORTING OF FIREARMS DISCHARGES INSPECTION	Page 2
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When such incidents occur, Police services boards are required to review the report, make additional inquiries as appropriate, and file a copy of the report with the Solicitor General including a report on any additional inquiries.

Ministry guideline AI-012 (Use of Force) recommends boards establish policy addressing compliance with these requirements.

CURRENT SITUATION:

On January 27, the Board received correspondence (as attached) from Stephen Beckett Assistant Deputy Minister Public Safety Division and Public Safety Training Division advising that the Ministry will be conducting an inspection, pursuant to section 3 of the *PSA*, to assess compliance with section 13 of the Equipment and Use of Force Regulation.

The inspection will be conducted primarily by document collection and review. Onsite work may be required for briefings and follow-up interviews.

As a first step, the Board is requested to forward to the Ministry all investigation reports submitted to the Board between January 1, 2012 and the current date with respect to firearms discharges by police service members that cause injury or death.

For the information of the Board, there have been no such incidents occur and as such a report indicating same will be forwarded.

January 23, 2017

Frances Caldarelli, Chair
Sudbury Police Services Board
190 Brady Street
Sudbury, ON P3E 1C7

**RE: Inspection on the Investigation and Reporting of Firearms Discharges
Causing Death or Injury**

Dear Ms. Caldarelli:

As you know, police use of force has been a forefront issue for the policing community for the past several years, receiving significant public and media attention. The Ontario Ombudsman and the Office of the Independent Police Review Director have both reviewed Ministry of Community Safety and Correctional Services (ministry) direction on use of force.

Police Services Act (PSA) regulation 926 (Equipment and Use of Force), section 13, requires investigations into the circumstances of firearms discharges by members of police services in the performance of their duties that cause injury or death. Municipal chiefs of police are required to submit reports on these investigations to police services boards.

Police services boards are required to review the report, make additional inquiries as appropriate, and file a copy of the report with the Solicitor General; including a report on any additional inquiries. Ministry guideline AI-012 (Use of Force) recommends boards establish policy addressing compliance with these requirements.

I am writing to advise you that the ministry will be conducting an inspection, pursuant to section 3 of the PSA, to assess compliance with section 13 of the Equipment and Use of Force Regulation. The inspection will be conducted primarily by document collection and review. On-site work may be required for briefings and follow-up interviews.

As a first step, your Board is requested to forward to the ministry all investigation reports submitted to the Board between January 1, 2012 and the current date with respect to firearms discharges by police service members that cause injury or death. Please forward a nil response if no investigation reports have been submitted to your Board.

.../2

Your Board is also requested to forward copies of meeting minutes that indicate the Board receipt and review of investigation reports, and if any additional inquiries were made, reports regarding the subsequent inquiries. Please also forward Board policies relevant to investigations into firearm discharges that cause injury or death.

Please send all documents electronically to Police Services Advisor Graham Wight, Operations Unit, by March 31, 2017 at: Graham.Wight@ontario.ca

All inquiries regarding this inspection should be directed to Mr. Wight, at: (416) 817-1347.

Thank you,



A handwritten signature in black ink, appearing to read "S. Beckett", with a long horizontal flourish extending to the right.

Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

- c. Chief Paul Pedersen, Greater Sudbury Police Service
- c. Graham Wight, Police Services Advisor



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR CONSIDERATION	DATE: February 8, 2017
PUBLIC	
SUBJECT: REQUEST FROM MEALS ON WHEELS	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Provide Exemplary Policing Services	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board retain the delivery route stipend for routes driven associated with the Agreement with Meals on Wheels.

BACKGROUND:

In 2014, the Board entered into an Agreement with Meals on wheels to assist with the delivery of meals in accordance with their program. That Agreement provides for a stipend of \$7.50 for each delivery route driven.

Our Citizen on Patrol Program Volunteers are assigned to this function. Every six months, the Service receives payment for their work.

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SUBJECT: REQUEST FROM MEALS ON WHEELS	Page 2
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CURRENT SITUATION:

The Board has received correspondence and payment for the meals delivered during the last six months. The stipend totalled \$90.00 for a total of twelve routes driven.

The Board was thanked for their services and a request was made to donate a portion of the subsidy back to Meals on Wheels. These funds represent a small amount of cost recovery for the work done by our volunteers and it is recommended that any such stipends be retained as provided for in the legal Agreement.



1127 BANCROFT DRIVE
SUDBURY, ON P3B 1R6

PHONE: (705) 525-4554
FAX: (705) 525-4741

Charitable Registration No.:
107686198RR0001

Supported by:



January 9 2017

Dear Greater Sudbury Police Services Board,

I would like to take this opportunity to express my thanks and appreciation for a job well done. Thank you so much for your labor of love and everything you do for Meals On Wheels (Sudbury). Your help is always appreciated! The compassion you show to our clients, staff, other volunteers and the community does not go unnoticed. We would like to personally thank you for everything you do. You will find enclosed a small stipend of \$7.50 for each delivery route driven over the course of six months to cover out of pocket expenses.

Once again you help set the tone for the year by helping us. We appreciated your unflinching help. Without you, we would not be able to do what we do. The Clients & Staff are very grateful for all the hard work you do, day after day. I want you to know that everything you do for us is truly a blessing. With your help, we can ensure the best quality of life to the residents in our community.

If you wish to donate a portion of your subsidy cheque back to the Agency, you can do so by cash or by making a cheque out to Meals On Wheels (Sudbury) and a tax deductible receipt will be created in your name. You also have the option to donate each individual gas stipend back to the Agency by signing your route sheet. For each stipend that you choose to donate, a tax deductible receipt for the total donated will be created semi-annually.

"The best way to not feel hopeless is to get up and do something. Don't wait for good things to happen to you. If you go out and make some good things happen, you will fill the world with hope, you will fill yourself with hope."

— Barack Obama

Sincerely,

Melissa Bernier-Legare
Coordinator, Volunteer Services



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: February 8, 2017
PUBLIC	
SUBJECT: 2016 USE OF FORCE REPORT	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Ongoing Best Practices	
Recommended by: Sharon Baiden Chief Administrative Officer <div style="text-align: right; margin-top: 10px;"> </div>	Approved by: Paul Pedersen Chief of Police <div style="text-align: right; margin-top: 10px;"> </div>

RECOMMENDATION:

THAT the Board receives the 2016 Use of Force Study in accordance with the *Equipment and Use of Force Regulation 926 of the Police Services Act* and in accordance with the Board’s Policy on Use of Force under By-Law 2003-1.

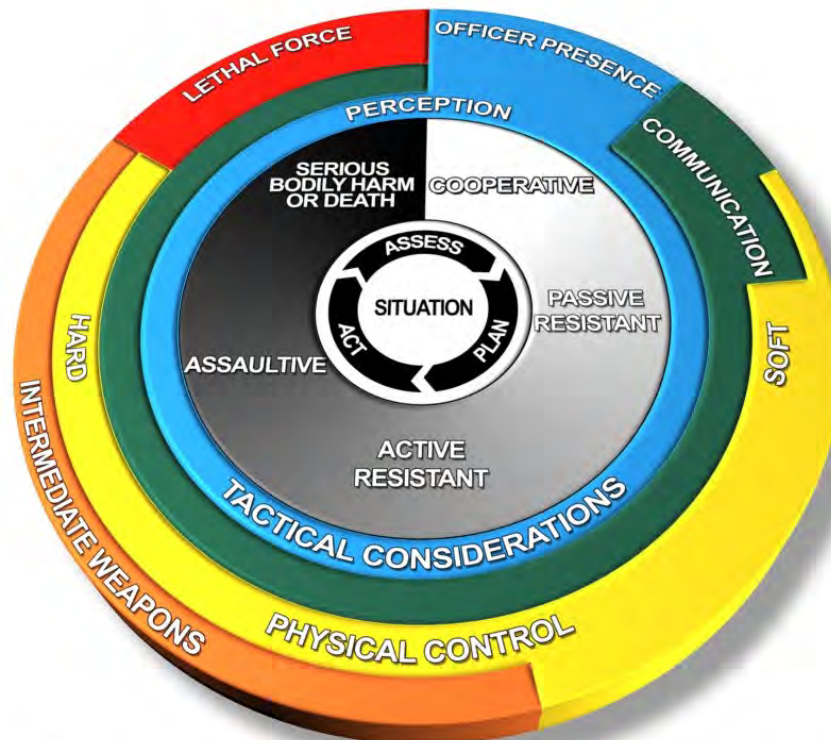
BACKGROUND:

Provincial Use of Force Standards and Greater Sudbury Police Policy ADM 012 require officers to submit **Use of Force** reports under certain circumstances.

A report is submitted when a member: uses physical force on another person that results in injury or a complaint of injury; uses OC operationally; uses a weapon other than a firearm (Baton/Chair) on another person; draws a handgun in the presence of a member of the public; points a firearm at a person; discharges a firearm; deployment of an ARWEN (POU/TAC) and the release of a canine resulting in an injury

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Ontario Use of Force Model (2004)



The officer continuously assesses the situation and selects the most reasonable option relative to those circumstances as perceived at that point in time.

Use of Force reports were introduced by the Ontario provincial government as a mechanism for a Police Service to gather information on and to review an officer's use of force in a particular incident and if necessary, provide counselling or training to that officer.

The Training Branch receives the Reports and maintains a record of them enabling an analysis to be made of trends involving use of force. These trends are incorporated into use of force training and Service policies when appropriate.

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During 2016, a total of 147 reports were submitted regarding 108 incidents. This compared to 2015, wherein a total of 129 reports were recorded involving 93 incidents. There were 18 more reports and 17 more incidents in 2016 compared to 2015. **The data collected reflect the number of reports submitted and not the number of incidents, as there maybe multiple reports submitted for a single incident.**

The reports have been analyzed in the context of the following indicators:

- ✓ Incident Time
- ✓ Type of Assignment
- ✓ Type of Incident
- ✓ Police Presence and Attire
- ✓ Number of Subject(s) involved
- ✓ Type of Force Used
- ✓ Reason for Using Force
- ✓ Weapons Carried by Subject
- ✓ Alternative Strategy Used
- ✓ Injuries Sustained and Medical Attention Sought

Incident Time

Police officers for the most part are required to work shifts. The reports submitted are broken down into 3 time periods, designated as follows: days, 0800-1600 hours; afternoons, 1600-2400 hours; and nights, 0000-0800 hours. Officers are submitting more use of force reports during afternoon hours due to a higher number of calls during that time period. It stands to reason, more people are returning home from work and officers generally respond to higher risk incidents during that time frame. This is in line with statistics from previous years from 2012-2014.

TIME OF DAY	2016	2015
Days	38	44
Afternoons	63	5
Nights	46	30
TOTAL	147	129

Of the 147 reports received in 2016, 144 came from individual officers leaving 3 from the Tactical Unit as team reports. In 2015, of the 129 reports received, 127 came from individual officers leaving 2 from the Tactical Unit as team reports. In regards to time of year when reports were submitted in 2016, 45 were submitted during the winter months (January- April); 45 were submitted during the summer months (May-August); and 57 were submitted during the fall months (September-December). Comparative data for 2015 is as follows: 28 were submitted during the winter month (January- April); 49 were submitted during the summer months (May-August); and 52 were submitted during the fall months (September-December)

Type of Assignment

Uniform members on General Patrol submit the majority of Use of Force reports. General patrol is a term used to refer to the front line uniform officers on patrol. In 2016, officers on general patrol filed 110 of the reports; the Tactical Unit submitted 8, with 3 team reports; 5 were submitted by Court Security; a combination of Criminal Investigations, Drug Unit, Special Assignment, On Duty S/Sgt, Canine and unspecified (Information Desk) accounted for the remaining 29 of reports submitted. In 2015, officers on general patrol filed 97 of the reports; Members of the Tactical Unit submitted 10 as team reports; 11 were submitted by Court Security; the balance of the remaining units accounted for 11 reports.

Type of Incident

This category defines the type of incident the officer(s) were responding to which resulted in a Use of Force report being submitted. **The table below indicates in descending order, for that particular year, the number of use of force reports submitted under the different incident types that led to force being used.** The incident types varied from robbery complaints, break and enter, and weapons complaints.

The number of reports from each complaint type resulted in the following number of reports (0 reports for incident type not encountered):

Type of Incident	2016	Type of Incident	2015
Weapons Call	26	Other Disturbances	20
Domestic Disturbance	24	Domestic Disturbance	18
Other Disturbance	18	Weapons Call	17
M.H.A.	9	Other	10
Attempt Suicide	7	Animal Complaint	9
Other	7	Court Security	8
Animal Complaint	6	Traffic	7
Break & Enter	6	Attempt Suicide	7
Robbery	5	Injured Animal	6
Injured Animal	5	Suspicious Person	4
Court Security	5	C.C. Search Warrant	6
Theft	4	M.H.A.	4
Traffic	4	Break & Enter	2
Suspicious Person	4	Unwanted Person	2
Warrant Suspect	3	Warrant Suspect	2
Mischief/Breach	2	Serious Injury	1
High Risk MV Stop	2	Intoxicated Person	1
Threatening	2	Stolen Property	1
Assist EMS	1	Escape Custody	1
Impaired Driving	1	Threatening	1
Pursuit / Stolen MV	1		
Resist/Assault Police	1		
Unwanted Person	1		
Mischief	1		

Police Presence and Attire

The number of officers present at a call or complaint and their attire has a significant impact on the call. Responding to high risk incidents generally means more officers responding, hence the reason why you see 2 or more officers responding and submitting use of force reports. Officers are trained and encouraged to make use of available resources which include more officers during high risk incidents to assist with an evolving dangerous situation. Officers are trained to isolate and contain dangerous situations; therefore more officers will be required at times to establish a perimeter. It also stands to reason that if officers require assistance more officers will be involved.

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POLICE PRESENCE	2016	2015
Alone	14	14
2 officers	38	41
3 officers	38	34
4 to 8 officers	56	39
9 to 10 officers	1	0

POLICE ATTIRE	2016
Uniform	138
Civilian	9
Unspecified	0

Number of Subject(s) Involved

The Use of Force report indicates the number of subjects encountered by reporting officers at incidents, they are as follows:

NUMBER OF SUBJECTS	2016	2015
1	114	102
2	11	4
3	8	8
4 OR MORE	1	1
Animal	11	10

Type of Force Used

Officers have a number of options available to them when responding to a situation or call requiring the Use of Force. These options range from officer presence (uniform) in conjunction with effective tactical communication, empty hand control soft/hard, intermediate weapons soft/hard, to the drawing, pointing, and possible discharging of their firearm. When describing the type of force used, an officer can indicate more than one type was utilized, and whether it was effective or not. The force used as being effective or not is measured through the perception of the officer applying the force.

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Officers will use more than one force option available if the initial force is not effective; in these instances, the sequence of force options used is included.

A total of 55 reports were submitted in 2016 where officers drew, pointed or discharged their firearms, effective 95% of the time. Of these reports, 11 involved discharging of a firearm, all were effective and solely involving the dispatching of animals; 36 involved pointing a firearm, effective 34 times; and 8 involved drawing of a handgun, effective 7 times. This compared to 48 reports in 2015 with a report of 82% effectiveness.

***At no time was a firearm discharged resulting in an injury or death of a person.**

The aerosol weapon (OC foam) was indicated on 1 report in 2016 as the force option employed and was effective. In 2015, the aerosol weapon was indicated on 1 report and was effective.

The ASP baton was indicated on 1 report in 2016 and was deemed effective. By comparison, in 2015 the ASP Baton was indicated on 1 report and deemed effective.

The Conductive Energy Weapon (CEW) was indicated as being deployed as a Use of Force option on 57 reports in 2016, being effective 51 times or 89% of the time. Out of these reports of CEW usage, 46 (81%) were from Demonstrated Force Presence, and 9 (16%) were from Full Deployment. In 2015, there were 47 reports of the CEW being deployed and effective 38 times or 81% of the time; demonstrated force presence accounted for 34 usages (72%), and full deployments were 13 (28%). There was an increase of 10 officers that were CEW trained at the frontline level in 2016, increasing the number of CEW trained officers to approximately 245. With the 57 reported usages among these officers, there is only a 23% usage rate; this is a very small increase in the number of CEW usages from 2015. It should be noted that full deployments decreased while demonstrated force presence increased in 2016. In fact only 9 deployments compared to 13 in 2015.

CEW Usage	2016	2015
Members Trained	245	235
Reported Usages	57	47
Usage Rate per Trained Member	23%	20%

Empty hand techniques for 2016, hard and soft, for control techniques were indicated on 60 reports and effective 45 times (75%). There were 72 reports in 2015 being effective 69% of the time.

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A new Use of Force option was added to the Service's repertoire, in the form of the Patrol Carbine. In the fall of 2016, 41 frontline officers and 4 officers (2 BEAR, 2 DEU) were trained on the usage Colt C8 MRR (Modular Rail Rifle) as Patrol Carbine Officers (PCOs), through 32 hours of training over 5 weeks. The Patrol Carbine is a very effective new tool for officers to utilize, especially in emergency situations involving serious threats to officer and public safety such as active shooters, high risk vehicle stops, and armed barricaded persons. It provides accurate long range shooting capabilities to officers where normally only the service pistol is available, as well as having a higher ammunition capacity and flashlight illumination capabilities. PCOs also are issued tourniquets for emergency field first aid, and utilize ceramic plates while deployed with a carbine for additional officer safety in the high risk situations where carbines are deployed. Patrol Carbines were approved for frontline use in December 2016, and were utilized in two incidents before the end of the year.

Reason for Using Force

In conjunction with using force, officers must indicate on the report the reasons for the force being used. Officers list only the initial reason for using force on a single report.

REASON	2016	2015
Protect Self	57	34
Effect arrest	61	39
Protect the public	5	5
Prevent escape custody	2	2
Prevent commission of offence	4	2
Destruction of Animal	11	12
Protect Accused	1	2
Protect Officers	2	2
Other	4	5

Weapons Carried by Subject

Of the 147 reports submitted in 2016, officers indicated that the subject was armed with an edged weapon 26 times; an edged weapon could range from a knife to a screwdriver. Of the 129 reports submitted in 2015, officers indicated that the subject was armed with an edged weapon 28 times.

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Officers identified the use of a firearm by a subject in 13 reports and the use of a replica firearm in 5 reports for 2016. Officers identified the use of a firearm by a subject in 5 reports (4 in one incident) and the use of a replica firearm in 1 report for 2015. 7 reports indicated that a different weapon listed as other was used by a subject in 2016, compared to 7 reports in 2015.

When a subject did confront an officer with a weapon, reports indicate that this weapon was either in hand or at hand 26 times in 2016, compared to 25 times in 2015. The weapon was indicated as being concealed in 6 reports in 2016, compared to being concealed 4 times in 2015.

Furthermore, the distance between the officers and the subject at the time that a Use of Force option was utilized was indicated as being less than 2 metres in 73 reports, compared to 76 reports in 2015. The distance indicated as being between 2-10 metres between the subject and the officer was indicated in 62 reports in 2016, compared to 48 reports in 2015. Only 5 reports indicated the distance reported as being greater than 10 metres between the officer and the subject in 2016, compared to 2 reports in 2015.

Alternative Strategies Used

As officers apply the different Force options they must also consider alternative strategies to be used in conjunction with them. Verbal interaction or tactical communication was indicated as being used 129 times on the 2016 reports, compared to 107 times in 2015. Concealment and cover tactics were utilized 10 times as indicated in the 2016 reports.

Injuries Sustained and Medical Attention Sought

Officers submitting Use of Force reports also indicated whether they, another officer, a third party, or the subject received an injury as a result of the incident and if any medical attention was sought.

Officers noted on the 2016 reports that a member of the Police Service did receive an injury on 13 occasions, requiring medical attention on 12 occasions, compared with 10 injuries, with 5 requiring medical attention in 2015. Subjects were reported as receiving an injury 37 times and requiring medical attention 20 times in 2016, compared to 33 reports of injury and 26 of those needing medical attention in 2015.

There were 0 reported injuries to third parties in 2016, with 1 requiring medical attention in 2015.

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CONCLUSION:

Our yearly use of force report is more than just statistics; in fact, our In-Service Training in 2017 will be delivered to reflect some of the trends and patterns identified in the 2016 annual report. Incidents where force was utilized will continue to be incorporated into practical scenarios when appropriate, with the goal of providing officers with alternative strategies and direct feedback.

With the purchase of our video simulator in 2016, the Training Branch has been able to easily conduct a wide variety of judgment scenarios for our officers to participate in, from crisis negotiation and de-escalation, to use of force and active shooter scenarios. This has allowed for a very diverse and dynamic addition to our annual training sessions, letting officers experience and practice learned techniques amongst all aspects of the Use of Force model that they might not regularly encounter. This is beneficial for practicing communication skills, use of force option access and transitions, and decision making in high and low stress situations.

Pursuant to the recommendations made in the 2014 Iacobucci Report “Police Encounters with People in Crisis”, as well as the 2016 Ombudsman of Ontario Report “A Matter of Life and Death”, the Training Branch delivered a full day of De-escalation Training to our members. This was accomplished through in-class lectures covering a variety of de-escalation and communication techniques for dealing with people in crisis; this was followed by a session of judgement training with our video simulator. This session allowed officers to both learn and practice employing communication techniques with persons in crisis for later field use.

The Training Branch has begun retooling the various training programs that are required yearly, to provide fresh and innovative training to our members, while building on skills and techniques they already possess from past training. This included new skill building sessions in our annual firearms training, in addition to regular practice and qualification drills; members were put through drills that involved shooting from distance, positional shooting, and movement / cover drills. The reception to this additional firearms training was very positive from officers, and will continue to be built upon going forward in 2017.

Annual Use of Force training has also been amended for 2017, again following recommendations in the 2016 Ombudsman report, which strongly advised that Police Services in Ontario need to move to more dynamic and scenario based training methods. Our video simulator is again being used for judgment training with officers, and the use of live scenarios with an actor will be utilized as part of the defensive tactics training.

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A defensive tactics course has also been developed to allow our officers to practice their empty hand and accessing / transitioning between force options, to maximize officer safety, while utilizing safe and efficient tactics.

The Patrol Carbine Officer program is in its first full year, and will be evaluated for effectiveness and to identify any possible training or equipment issues, prior to proceeding with the training of further officers in the future.

The Training Branch will continue to monitor use of force reports for trends and patterns that are of concern. The review process and methods employed when dealing with use of force is in accordance with the Policing Standards Manual, the *Police Services Act*, and Police Service Procedures, and best practices identified throughout the world by police services.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: February 8, 2017
PUBLIC	
SUBJECT: 2016 PAY EQUITY PLAN	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Provide Exemplary Policing Services	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board adopts the Pay Equity Plan as at December 31, 2016 as recommended by the Joint Pay Equity Committee.

BACKGROUND:

In accordance with the requirements of Bill 154 an *Act to Provide for Pay Equity*, the Greater Sudbury Police Service's Joint Pay Equity Committee is responsible for maintenance of the Pay Equity Plan and ensuring compliance with the *Act*.

All Civilian male and female job classes are covered by the Plan. According to the legislation, a job class is deemed to be a 'Female Job Class' where 60% or more of the incumbents are female. A job class is deemed to be a 'Male Job Class' where 70% or more of the incumbents are male. A job class meeting neither of these criteria is considered to be 'Gender Neutral' and is not covered by the Pay Equity Plan.

The method of comparison is a point factor job evaluation plan measuring the composite of the skill, effort, responsibility, and working conditions completed by the Joint Pay Equity Committee comprised of Association and Management members.

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There are two possible ‘Basis of Comparison’ between the male and female job classes within the Service. The first is Equal Value – where the male and female job classes are deemed to be of equal value based on the job evaluation point scores. The second is Greater Value – where the female job class has a higher number of job evaluation points than the male job class.

Bill 102 amending the original *Pay Equity Act* was proclaimed on July 1, 1993 in effect from January 1, 1993. This *Act* requires that where there are no male job classes of equal or comparable value, a ‘proportional value’ calculation be undertaken to determine an appropriate comparator rate of compensation. The proportional value calculation requires the use of a statistical technique known as ‘linear regression’. In 2014, both Equal Value and the Proportional Value method were required in devising the Greater Sudbury Police Service Plan.

The legislation requires that Pay Equity Adjustments be calculated as follows:

- a) Where the basis of comparison is Equal Value, pay equity is achieved when all incumbents in the female job class earn a rate of compensation at least equal to that of the lowest paid incumbent in the comparable male job class.
- b) Where the basis of comparison is Greater Value, pay equity is achieved when all incumbents in the female job class earn a rate of compensation at least equal to that of the highest paid incumbent in the male job class of lesser value.

In achieving pay equity, female jobs classes are compared to male job classes using a Ten-Factor Job Evaluation Plan (‘JE Plan’) that measures the following:

<u>Skill Factors</u>	<u>Responsibility Factors</u>	<u>Effort and Working Condition Factors</u>
1. Education 2. Experience	3. Scope 4. Contacts 5. Supervision Required 6. Accuracy 7. Supervision of Others	8. Visual Demand 9. Physical Demand 10. Working Conditions

CURRENT SITUATION:

The Greater Sudbury Police Service Joint Pay Equity Committee is comprised of two members representing the Association and two members representing Management and a resource person from the Human Resources Branch that meet as required and review jobs within the plan under any of the following conditions:

- When a new job has been created within the Service
- When a member reports significant change to their job
- When Management makes significant change to a job description.
- As part of regular maintenance, annually four or five jobs are scheduled for a review

The Greater Sudbury Police Service achieved pay equity and the Plan was posted on October 26, 1990 and an amended Plan was achieved and posted on October 2, 1996 and an amended Plan was achieved and posted on December 14, 2010. Thereafter, to ensure compliance with the requirements for regular maintenance, the plan is amended each year to represent any changes in effect from the previous calendar year. An amended Pay Equity Plan was posted on the following dates - 14 March 2012, May 09, 2013, 11 April 2014, 3 March 2015 and 16 March 2016.

The Joint Committee has determined that an amended Plan will be posted annually to reflect any new wage rates negotiated between the parties or when there are new positions created and/or other positions eliminated.

This submitted Pay Equity Plan is amended using pay, job, and employee data as of December 31, 2016.

The Joint Pay Equity Committee recommends that the Board adopt the amended Pay Equity Plan which will be posted in accordance with the legislation for 30 days.



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR INFORMATION	DATE: February 8, 2017
PUBLIC	
SUBJECT: DELEGATION OF SIGNING AUTHORITY	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Ongoing Best Practices	
Recommended by: Sharon Baiden Chief Administrative Officer <div style="text-align: right; margin-top: 10px;"> </div>	Approved by: Paul Pedersen Chief of Police <div style="text-align: right; margin-top: 10px;"> </div>

RECOMMENDATION:

THAT the Board receives the Delegation of Signing Authority, Chief of Police GSPSB – Policy 0025, annual report for information.

BACKGROUND:

Section 30 of the *Police Services Act* provides for a Police Services Board to contract, sue, and be sued in its own name. As a police service is not a legal entity, it may not enter into contracts in its own name or on behalf of the Board without its authorization.

The Board recognizes the need to ensure accountability in carrying out its statutory and administrative responsibilities. The Board also appreciates the need to advance its work and that of the Greater Sudbury Police Service in an efficient and timely manner.

The Board Chair is the designated signing authority for contracts, agreements, travel claims, vacation approvals for the Chief of Police, legal services, and reserve fund draws.

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The Board recognizes the need to delegate signing authority to the Chief of Police or designate to ensure accountability in carrying out the operational responsibilities of the Board for matters necessary for the management of day-to-day operations.

Where delegations of authority have been granted by the Board to the Chief of Police or designate, the delegation includes the authority to execute any related documents in the name of the Board unless the terms of the delegation require the signature of the Board. Policy GSPSB Policy – 025 establishes clear direction on the delegation of signing authority for the Chief of Police.

CURRENT SITUATION:

Pursuant to the authority delegated to the Chief or Designated Official by the Board, the Chief of Police shall provide a report to the Board regarding all procurement contracts and agreements approved and executed by the Chief or Designated Official of an operational nature valued at less than \$50,000.

Items that have been effected in accordance with the policy are as follows:

Vendor	Purpose	VALUE
Agilis Networks	TLS Fibre Lines 10mbps 37 Veterans Road	\$1428.00
Agilis Networks	TLS Fibre Lines 10mbps for Lloyd/Elm	\$1428.00
Agilis Networks	Hardware Brocade to provide a redundant link to the internet for our Service at HQ	\$12,000.00
Bell Canada	VOIP phone deployment for Courthouse, Police HQ, and LEL. Call pilot is required for VOIP for HQ, Courts, LEL and building paging and messaging.	\$7,747.72
Bell Canada	VOIP phone deployment for Courthouse, Police HQ and LEL. Call pilot is required for VOIP for HQ, Courts, LEL and building paging and messaging.	\$36,239.50
Digital Boundary Group	Remediation assessment/ scan provided in the wake of a previously performed penetration test to determine the progress of remediation efforts	\$2,500.0
ESolutions	Annual hosting fee , online survey, domain renewal, SharePoint certificate and unlimited support	\$8,650.00

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**SUBJECT:
DELEGATION OF SIGNING AUTHORITY**

Page 3

Vendor	Purpose	VALUE
Hexagon Safety & Infrastructure	Yearly maintenance and configuration mobile data terminal & I/mobile; deployed to MDT'S	\$22,300.00
Mid-Range Computer Group Inc.	Mid-range Computer Group Inc.	\$29,160.00
MNP LLP	Web and email filter hardware Forcepoint	\$7,580.01
MNP LLP	Web and email filter Forcepoint installation	\$10,445.00
Tyco Integrated Security	Equipment, installation and warranty to install two card readers for LEL carbine room	\$9,128.13
Tyco Integrated Security	Equipment, installation and warranty to install two card readers within ESS carbine / Taser rooms	\$10,624.13
Tyco Integrated Security	Equipment, installation removal from 7 Serpentine to 37 Veterans Road 3 new doors to be supplied with electric strikes	\$5,623.24
Winmagic Inc.	Renewal for Securedoc technical support plan for one year; this is encryption for our laptops & mobile workstations.	\$4,382.00
Xerox Canada	New copiers 1 at HQ Information desk and 2 at courts branch	\$50,000.00



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: February 8, 2017
PUBLIC	
SUBJECT: 2017 CANADIAN ASSOCIATION OF POLICE GOVERNANCE MEMBERSHIP	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Service Excellence Goal: Provide Exemplary Policing Services	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board approves the annual Canadian Association of Police Governance membership fee of \$ 1,390 for the period of April 1, 2017 to March 31, 2018.

BACKGROUND:

The Canadian Association of Police Governance (CAPG) is the only national organization dedicated to excellence in police governance in Canada. The CAPG has grown to represent more than 75 municipal police boards and commissions across Canada that together employ in excess of 35,000 police personnel - approximately three-quarters of the municipal police personnel in Canada. Their mission is to improve police governance in Canada and to bring about change that will enhance public safety for all Canadians.

In 2013, the Canadian Association of Police Boards took advantage of changes to the *Not for Profit Corporations Act* which allows organizations the ability to change their name.

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SUBJECT: 2016 CANADIAN ASSOCIATION OF POLICE GOVERNANCE MEMBERSHIP	Page 2
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The Board of Directors chose to act on the new Bylaw and changed to a name that reflects the true mandate. The organization is now known as the Canadian Association of Police Governance.

CURRENT SITUATION:

The Greater Sudbury Police Services Board has received their renewal for 2017 in relation to membership with the Canadian Association of Police Governance.

Board members are encouraged to visit the CAPG website at www.capg.ca for more information.



What Members Are Saying About CAPG

CAPG is a strong, relevant national voice for civilian governance of policing. It works collaboratively and proactively with members and partners to enhance civilian governance of policing in Canada. The CAPG represents its members' views to the federal government, through members' resolutions, and federal lobby days. It facilitates information exchange, education, and advocacy for municipal police governing bodies and First Nations police governing authorities.

A significant recent CAPG initiative, for example, is the development of the CAPG First Nations Police Governance Council which should have an impact on the shaping of a new First Nations Policing Program in collaboration with Public Safety Canada.

The CAPG collaborates with other police services sector stakeholders across the nation, including police leaders, police sector associations, provincial, federal, and municipal governments and their departments, police learning organizations, and business partners.

CAPG MEMBERSHIP BENEFITS

The Canadian Association of Police Governance (CAPG) primary role is to promote excellence in police governance and oversight in Canada. Our members benefit from a growing list of tools including educational opportunities, training and resources that assist police boards and commissions across Canada in their formal function of oversight and governance of municipal and First Nations police services.

LEADING EDGE COMMUNICATIONS

CAPG brings members and partners together on a regular basis to share knowledge and develop deeper connections.

- **Community News** - A bi-weekly eBlast with updates on community/member items such as newsletters, upcoming events, municipal, provincial and national updates, and more.
- **Hill Times Headlines** - Distribution of exclusive Monday Morning Headlines from the Hill Times, Canada's premier Politics and Government newsweekly.
- **CAPG Board Connection** – CAPG's quarterly newsletter that keeps you informed and up to date on trends, happenings and innovations in police governance.
- **Social Networking** – Canada's leading police governance news items on Facebook, Twitter and LinkedIn.
- **CAPG Website** – The CAPG website delivers a wealth of information to the general public and members alike.
- **Community Calendar** – The CAPG has developed an interactive online calendar with upcoming events of interest. Members receive priority for advertising their upcoming events.
- **CAPG Job Board** – The [Job Board](#) provides members the opportunity to seek out the best candidates for their service. Job postings will also be added to LinkedIn CAPG Job Opportunity group and disseminated on social media.

INNOVATIVE RESOURCES & LEARNING OPPORTUNITIES

CAPG ensures that members have independent access to the information and insights needed to be effective as police governance organizations.

CAPG Conference & Summit Discounts

For over 26 years, the CAPG has delivered sector-leading conferences and summits on police governance, civilian oversight and policing in Canada. Our events offer engaging plenary and group discussions led by thought-leaders and field experts, skill building workshops led by some of the sectors leading minds, and networking opportunities with decision makers and executive level members. CAPG members receive significant savings to all CAPG events.



Member's Learning Portal

The CAPG Learning Portal is an exclusive feature of CAPG membership. Delivering key resources and training for new and seasoned board and commission members, the CAPG Learning Portal provides members with a user-friendly tool allowing them to keep informed on best practices relating to policing policy and police governance.

Members can use the CAPG Learning Portal searchable database when seeking guidance for their organization, in developing policy, or to stay abreast on the latest from the police governance sector. Members can leverage the Discussion Forum to engage with the CAPG Community and seek guidance in matters of importance to their organizations.

Online Training and Webinars

The CAPG's monthly webinar series delivers timely, engaging training and information sessions from a diverse list of field experts and knowledge brokers. Members receive a 50% discount on registration fees and receive priority registration.

Network Co-ordination between Membership

CAPG co-ordinates and facilitates networking opportunities with boards, commissions, decision makers and other stakeholders across Canada.

Members Directory

A full Members' directory, with up-to-date organizational information, is available on the website exclusively for CAPG members.

ADVOCACY & POLICY DEVELOPMENT

Representing excellence in police governance, the CAPG articulates a common national voice on priority issues in police governance and community safety, and advocates for change.

The CAPG provides a platform where members can make a difference by influencing policy and decision makers. From highlighting how federal legislation can have significant impacts at the local level to conducting a grassroots advocacy campaign on issues identified by members via Resolutions, CAPG will ensure your voice is heard at the highest levels in the country.

VOLUNTEER OPPORTUNITIES

CAPG provides members the opportunity to hone their leadership skills by participating in a variety of committees. CAPG members who are looking to engage with a national group of their peers, to build their network, develop their skills and contribute to the CAPG's mandate. The Committees are set out below and the Terms of Reference are available on the CAPG website.

1. Governance
2. Member Engagement & Advocacy
3. Research & Policy
4. Conference
5. First Nations



Canadian Association of Police Governance

2017 - 2018 Membership Package



What Members are saying about CAPG

CAPG is a strong, relevant national voice for civilian governance of policing. It works collaboratively and proactively with members and partners to enhance civilian governance of policing in Canada. The CAPG represents its members' views to the federal government, through members' resolutions and federal lobby days. It facilitates information exchange, education and advocacy for municipal police governing bodies and First Nations police governing authorities.

A significant recent CAPG initiative, for example, is the development of the CAPG First Nations Police Governance Council which should have an impact on the shaping of a new First Nations Policing Program in collaboration with Public Safety Canada.

The CAPG collaborates with other police services sector stakeholders across the nation, including police leaders, police sector associations, provincial, federal and municipal governments and their departments, police learning organizations, and business partners.

The Vancouver Police Board has been a member of the CAPG since its inception. Our Board members derive significant value from the various CAPG services. I believe CAPG is the collective voice of its members and partners in Ottawa on policing and public safety.

Barj Dahan, Vancouver Police Board, Director CAPG



A Brief History



Canadian Association of Police Governance



Core Values

Mission

The Canadian Association of Police Governance works collaboratively and proactively with members and partners to enhance civilian governance of policing in Canada.

Vision

The Canadian Association of Police Governance is a strong, national voice and resource for civilian governance of policing in Canada.

Strategic Directions

Updated at the CAPG Board Retreat in 2015



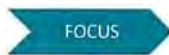
INFORM

Ensure members have independent access to the information and insights needed to be effective as police governance organizations.



CONNECT

Bring members and partners together on a regular basis to share knowledge and develop deeper connections.



FOCUS

Articulate a common national voice on priority issues in police governance and community safety, and advocate for change.



BUILD

Stimulate thought leadership and contribute to evidence-based research and initiatives that fill gaps in our current knowledge on police governance.

The CAPG will:



- 1 collect, assemble, synthesize, and disseminate best practices as a tool kit/resources for members;
- 2 convene groups to knowledge share and build common perspectives on civilian governance;
- 3 be a national voice to influence public policy on civilian governance of policing and community safety;
- 4 partner with thought-leaders to further the discussion on emerging evidence-based community safety and policing issues.

CAPG Membership

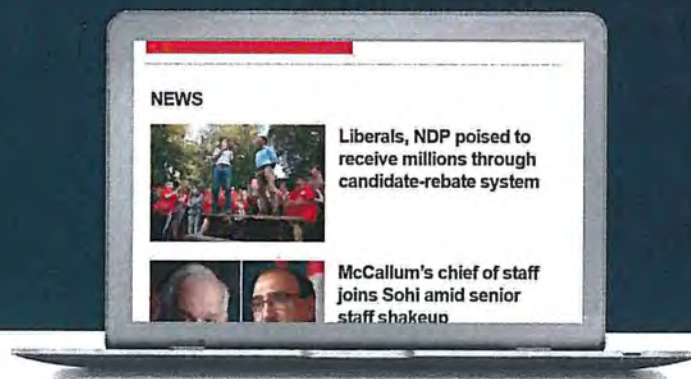


75% Municipal police service oversight bodies throughout Canada.

65 Police Boards/Commissions/Advisory Committees

11 Non-Police Board Organizations

Member Benefits



Content-Rich Communications and Networking

Up-to-date news, research, events and opportunities from the police governance sector.

The CAPG Learning Portal

Exclusively for CAPG Members



SEARCHABLE DATABASE

The library of reports, studies, and presentations can be searched using keywords



POLICY LIBRARY

The Policy Library contains a collection of policies used by police governance authorities across Canada.



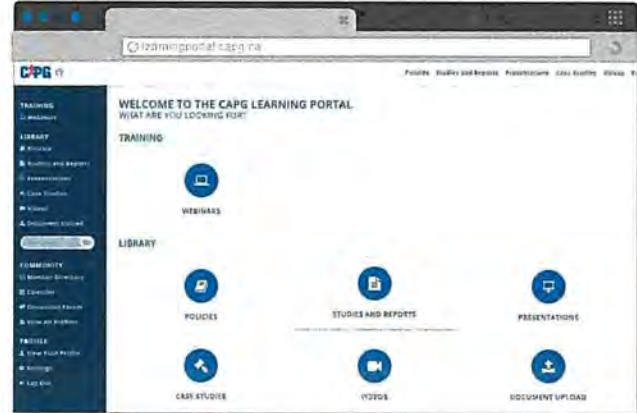
DOCUMENT UPLOADS

Members can share their policies and other resources by uploading directly to the Learning Portal.



DISCUSSION FORUM

Members are able to pose questions and engage with other CAPG members through the discussion forum.



Canadian Association of Police Governance



Online Webinars



Accessible online training based on needs assessment survey from CAPG membership

Past topics include

- The Evolution of Police Governance
- Citizen Engagement
- Evaluating Chiefs and Deputy Chiefs
- Best Practices in Police Board Policy Development
- Understanding Police Budgets and What it all Means for Police Governance Bodies

Canadian Association of Police Governance



Annual Conferences & Governance Summits

Police Governance Learning & Networking Opportunities



Images from CAPG Conference 2014 held in Halifax, NS



Police Governance Summits

A one-day comprehensive workshop style forum to engage, network and discuss burning issues related to policing and police governance.



Annual Conferences

Held over a three day period with engaging plenary and group discussions led by thought leaders and field experts as well as skill building workshops to help delegates develop concrete skills in the field of police governance.

Canadian Association of Police Governance



Advocacy

Representing the Voice of Police Governance in Canada



2017 Advocacy Issues



- DEVELOP NATIONAL TRAINING AND EDUCATION FOR POLICE BOARDS/ COMMISSIONS AND ADVISORY COMMITTEES
- TRAINING MODULES FOR FIRST NATIONS POLICE GOVERNANCE AUTHORITIES
- CAPG MEMBERS' RESOLUTIONS

Canadian Association of Police Governance





Membership 2017 Form

**April 1, 2017 –
March 31, 2018**

PLEASE PRINT (Submitting this form indicates agreement to submit payment for membership services)

Board/Commission/Organization Name: _____

Mailing Address: _____ **City:** _____

Province: _____ **Postal Code:** _____

CAPG Liaison Name/Title*: _____
Phone: _____
Fax: _____
Email: _____

**The Board Liaison will receive all CAPG communiques and ensure these are circulated to the organization. If the Liaison changes, please contact the CAPG at communications@capg.ca*

MEMBERSHIP FEE SCHEDULE

ANNUAL FEES FOR NON-POLICE BOARD ORGANIZATIONS
 Non-Police Board Organization means any public body, educational institution, municipal, provincial or federal authority or not-for-profit association that is not a Police Board/RCMP Advisory Committee/Committee of Municipal Council, but that is engaged in policing, law enforcement, public safety, crime prevention, justice, corrections, or governance.

Annual Fee.....\$585.00

ANNUAL FEES FOR POLICE BOARDS & RCMP/MUNICIPAL ADVISORY COMMITTEES
 This includes Canadian municipal police boards, commission or committees including RCMP Advisory Committee/Committee of Municipal Council with a legislated mandate to govern its local police service, or a First Nations police governance body.

Authorized Service Strength:



Uniform _____
Civilian _____
SERVICE TOTAL _____

	<u>Service Total</u>	<u>Annual Fee</u>
❖ up to 10		\$290
❖ 11 to 25		\$460
❖ 26 to 100		\$725
❖ 101 to 250		\$1,070
❖ 251 to 400		\$1,390
❖ 401 to 1,000		\$4,060
❖ 1,001 and up		\$5,800

<p>METHOD OF PAYMENT <input type="checkbox"/> Visa <input type="checkbox"/> MasterCard <input type="checkbox"/> Cheque <input type="checkbox"/> Electronic Funds Transfer</p> <p>Account Number: _____</p> <p>Expiry: _____</p> <p>Name of Cardholder: _____</p> <p>Authorization Signature: _____</p>	<p>SEND COMPLETED FORM & PAYMENT TO: Canadian Association of Police Governance 78 George Street, Suite 204 Ottawa, Ontario K1N 5W1</p> <p>Phone: 613.344.2384 Fax: 613.344.2385 Email: communications@capg.ca</p> <p>Please make cheques payable to the Canadian Association of Police Governance</p>
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GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: February 8, 2017
PUBLIC	
SUBJECT: CHIEFS YOUTH INITIATIVE FUND REQUESTS FOR FUNDING	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Community Safety and Law Enforcement Goal: Youth Crime Prevention Initiatives	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board approve the following donation with funds drawn from the Chief's Youth Initiative Fund:

\$200 in support of the 2017 Cops, Kids, and Ice Fishing

\$547 in support of the 2017 S Days Program

\$1,000 in support of the 2017 YMCA Strong Kids Campaign

\$750 in support of the 2017 True North Strong Communities Campaign

BACKGROUND:

Since 2002, the Board has maintained a Donations Reserve Fund that is utilized to assist in crime prevention initiatives at the discretion of the Police Services Board or those specifically targeted by the donor.

.../2

A component of this Fund is the Chiefs Youth Initiative Fund which was established for the exclusive purpose of providing financial resources to youth related initiatives within the community.

When considering request for funds, the Board takes into account initiatives supporting community-oriented policing that involves a co-operative effort on the part of the Greater Sudbury Police Service and youth in the community, initiatives benefiting children and/or youth and/or their families, initiatives addressing violence prevention or prevention of repetition of violence or the root causes of violence, initiatives that focus on marginalized or underprivileged youth, and sponsorship of educational events.

CURRENT SITUATION:

Four requests for funding consideration have been received.

2017 Cops, Kids, and Ice Fishing

The Greater Sudbury Police Rural Unit has partnered with the Chelmsford Neighbourhood Team to provide youth in the community the opportunity to partner with police officers to learn and enjoy the sport of ice fishing. The event is planned for March 4, 2017 on Whitewater Lake in Azilda. Participants will be provided with equipment, lunch, and refreshments during the day.

Local stores are being approached for donations to ensure this event is a success.

2017 S Days

‘S’ Days (Snowmobile Safety Days) is a program to educate youth in being responsible and safe while operating their snow machines. It has been in existence since the early nineties and started with retired Constable George Hagen. The Greater Sudbury Police Rural Unit continues this successful program.

S Days will take place at the March 2, 2017 at Lively High School. One day will be allocated for education and training prior to the ride. Day two will be a trail ride and lunch.

2017 YMCA Strong Kids Campaign

The YMCA Sudbury ‘Strong Kids’ Program is an opportunity to sustain the programs and services of YMCA Sudbury that focus on children and youth. The program relies on the support from community organizations and agencies. Donations allow the YMCA to reach the youngest portion of our community through specialized programming, financial assistance and improved access to services.

Last year through the generosity of our community, over 260 kids were able to experience overnight and day camps. Donations make it possible for children to come to the Durham Street YMCA even when their families cannot afford the fees. All this was achieved because of community donations. The 2016 Strong Kids Campaign Program is wrapping up the March 23, 2017 with a pancake breakfast.

2017 True North Strong Communities Campaign

The Northern Ontario Centre for Learning Differences (NOCLD) is a new organization that increases the outreach of existing programs and services provided by the Learning Disabilities Association of Sudbury.

The ‘True North Strong Communities – We are Not Alone’ campaign has been launched to fund support programs, resource manual, and workshops to assist parents and improve education for youth who learn differently.

Money raised in the Sudbury community will be used to support local families.

COPS KIDS, AND ICE FISHING



S DAYS – SNOWMOBILING



YMCA-YWCA

**STRONG
KIDS**

CAMPAIGN



Every kid deserves a chance
Donate Today!



Idas • Learning Disabilities
Association of Sudbury



The right to learn, the power to achieve



TRUE NORTH STRONG COMMUNITIES – WE ARE NOT ALONE CAMPAIGN



GREATER SUDBURY POLICE SERVICE BOARD REPORT

ACTION: FOR APPROVAL	DATE: February 8, 2017
PUBLIC	
SUBJECT: BOARD TRUST FUND REQUEST FOR FUNDING	
BUSINESS PLAN COMPLIANCE: Strategic Theme: Community Safety and Law Enforcement Goal: Crime Prevention Initiatives	
Recommended by: Sharon Baiden Chief Administrative Officer 	Approved by: Paul Pedersen Chief of Police 

RECOMMENDATION:

THAT the Board approve the following donations with funds drawn from the Board Trust Fund:

\$500 to the 2017 Greater Sudbury Police Curling Funspiel

\$1,000 in support of the 2017 Coldest Night of the Year Program

BACKGROUND:

The Greater Sudbury Police Services Board maintains a Trust Fund to deposit funds received pursuant to Sections 132 and 133 of the *Police Services Act* to be used for any purpose the Board considers is in the public interest and for such charitable events as the Board deems suitable.

.../2

When considering requests, the Board shall give preference to funding requests that fall into one of the following categories:

- Community Relations through Involvement with Police Related Organizations
- Board/Police Service Relations
- Public Education/Awareness
- Special Board Requirements

CURRENT SITUATION:

Two requests for funding consideration from the Board Trust Fund have been received.

2017 GSPS Curling Funspiel

For over 25 years, current and retired members of the Greater Sudbury Police Service have been invited to participate in this annual curling event that is open to all ages and abilities and is great for morale and fitness. Participants will have the opportunity to play, dine, and socialize. Member participation has been increasing over the years and the event is always successful.

A request was received from Bev Ginson retired Greater Sudbury Police Service member and coordinator of the event requesting financial assistance to offset costs of ice rental and to purchase prizes. This year's event is planned for March 2017 at the Coniston Curling Club.

2017 Samaritan Centre 'Coldest Night' Walk

The Samaritan Centre assists those affected by homelessness, poverty, substance abuse, unemployment, discrimination, mental health, and offers social support. The Centre houses member agencies such as Elgin Mission, Corner Clinic, and the Blue Door Soup Kitchen. Money raised in the 'Coldest Night of the Year' walk will impact hundreds of lives in a positive way, helping to build a bright future that once seemed out of reach.

2013 saw the first event that raised over money for the New Hope Outreach Services which supports the agencies that make up the Samaritan Centre.

On February 25, 2017, the Samaritan Centre is hosting a two, five, and ten kilometre winter walk.

GREATER SUDBURY POLICE CURLING FUNSPIEL 2016



coldest *night OF THE YEAR

We will
We will
WALK you



coldest*night



let's get ready to walk.

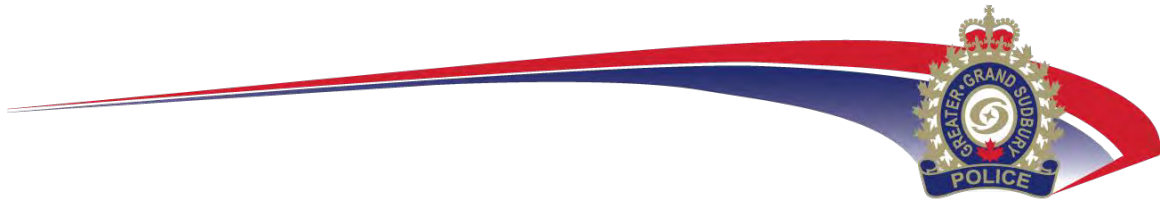
feb. 25, 2017

circle that date!

#cnoy17

cnoy.org
it's cold out there





**GREATER SUDBURY
POLICE SERVICES BOARD**

**REPORT FROM THE
CHIEF OF POLICE**

February 2017

LEGISLATIVE UPDATES

ONTARIO REGULATION 58/16 “COLLECTION OF IDENTIFYING INFORMATION IN CERTAIN CIRCUMSTANCES – PROHIBITION AND DUTIES”

The Ministry has now disseminated “Police Street Checks Public Awareness” materials to prevent confusion and to help people understand what they can expect during public interactions under the new regulations. The materials are prepared in plain-language addressing when the regulation applies and when it does not. This information is available at their website www.ontario.ca/streetchecks, social media @Onsafety and @ONsecurite twitter accounts, along with poster and one-page fact sheets.

COMMUNITY DRUG STRATEGY

Leaders from the Police Service, City, Social Planning Council, Health Sciences North, EMS, Living Potential, Réseau Access Network, and Sudbury and District Health Unit continue to monitor the impacts of the Community Drug Strategy. Ongoing monitoring is underway with respect to the ‘Patch 4 Patch’ program evaluation, and effects of the Needle Pick up and Disposal.

The Committee is also examining the benefits of having Naloxone in ‘everyone’s hands’ as a means to assure protection of workers.

COMMUNITY AND POLICE GALA AWARDS

Plans continue for Our Community and Police Awards Gala. We have an established committee of dedicated community partners assisting with the activities. Sponsorship packages have been developed with Huntington University having once again committed to serve as our Title Sponsor. Awards Sponsorships are available for \$2,500 each and Community Sponsor Awards are available at \$500.00. As a reminder the event is set to go on May 18, 2017 at the Caruso Club.

POLICE CHAPLAINCY

On February 11, 2017, the Venerable Anne Germond was consecrated as the Bishop of Algoma. CAO Baiden and I attended this most honourable event. Several friends, parishioners, and community supporters were on hand for the occasion.

While Bishop Germond has indicated that she will still be available to service GSPS members, our Inclusion Team is also taking the lead in examining our program with a view of expanding our access to chaplaincy and representative faith groups.

EVENTS

In recent weeks, the Service participated in many events throughout the community including:

- ✓ The Service celebrated Black History Month through attendance at the **Afro-heritage Association of Sudbury Gala** on February 11, 2017. GSPS's Constable Renford has promoted the month with messages on Social media which has been well received.
- ✓ Our Senior Liaison Community Safety Personnel made presentations to **Onaping Golden Age** and the Alzheimer's **Society**.
- ✓ Staff attended at **Laurentian University** for a talk on Sexual Abuse prevention which was well received.
- ✓ **Drug presentations** have been given to Glencore staff.
- ✓ Crime Stoppers CSP presented at **Capreol Youth Center and Rayside Youth Centre**
- ✓ Attended an **Elder Abuse symposium** at Huntington University.
- ✓ Fraud presentation at **St. Peters United Church**.

UPCOMING EVENTS

- ✓ **Polar Plunge** in support of Ontario Special Olympics is set again to go on March 4, 2017 on Ramsey Lake. Please support our brave polar plungers!
- ✓ **International Day for the Elimination of Racial Discrimination Luncheon** will be held on March 21, 2017 at the Caruso Club Lower Hall.
- ✓ **Cops, Kids, and Ice Fishing** will be held March 4, 2017 on Whitewater Lake in Azilda. This event is a partnership between the Greater Sudbury Police Rural Unit and the Chelmsford Neighbourhood Team to provide youth in the community an opportunity to partner with police officers to learn and enjoy the sport of ice fishing.
- ✓ **YMCA Strong Kids Campaign** Breakfast Wrap up at the YMCA on March 23, 2017 at 7:30 am. The Service is a strong supporter of this event.
- ✓ **S' Days (Snowmobile Safety Days)** is a program to educate youth in being responsible and safe while operating their snow machines The Greater Sudbury Police Rural Unit continues this successful program. This event will take place on March 2, 2017 at Lively High School

RENEE SWEENEY HOMICIDE

On January 27, 1998, Renee Sweeney was stabbed to death between approximately 11:15 and 11:30 a.m. at 1500 Paris Street, Adult Only Video Store. A post-mortem examination of Renee's body concluded that she was stabbed in excess of 30 times with wounds to her face, neck, abdomen, hands, and upper back. She also had defensive wounds on the inside of both her hands. Based on witness statements, the preliminary description was a white male suspect in his early twenties, with short, dark hair, standing approximately 5'10" to 6'0" tall with a slim build. He was wearing metal framed glasses, jeans, and a grey-hooded sweater underneath a light-weight teal-coloured jacket, with running shoes.

When Police arrived on scene, the Canine unit was called and a dog track was conducted leading north from the store into the backyards in a residential area. The foot impressions left by the suspect in the snow made it apparent that he was pacing about a number of locations unsure of which direction to travel. During the course of the dog track, a light-weight teal-coloured jacket and a pair of blood soaked white cotton gloves were found together, tucked into some rocks at a construction site near the Laurentian Hospital parking lot. The suspect was tracked back to Paris Street where he crossed to the opposite side of the road. This is where the scent was lost.

To date, over 1,800 Persons of Interest have been eliminated as suspects through either DNA comparison (the male suspect's DNA was collected from under Renee's fingernails and was matched to the DNA collected from the discarded jacket and white cotton gloves), a confirmed alibi, or by physical comparison to the suspect description provided by witnesses. Investigators have followed-up on all leads and tips to date with no positive identification of the male suspect. The suspect's DNA has never matched any convicted persons in the Known Offender Database.

In recent months, the Greater Sudbury Police Service reached out to Parabon, an independent lab located in the United States, in order to utilize their Snapshot technology. Using DNA evidence from our investigation, Snapshot produced trait predictions for the associated person of interest (POI). Individual predictions were made for the subject's ancestry, eye color, hair color, skin color, freckling, and face shape. By combining these attributes of appearance, a Snapshot composite was produced depicting what the POI may have looked like at 25-years old and with an average body-mass index (BMI) of 22. These default values were used because age and BMI cannot be determined from DNA. It is important to note that Snapshot composites are scientific approximations of appearance based on DNA and are not likely to be exact replicas of appearance. Environmental factors such as smoking, drinking, diet, and other non-environmental factors – e.g. facial hair, hairstyle, scars, etc. – cannot be predicted by DNA analysis and may cause further variation between the subject's predicted and actual appearances.

On January 23, the Service held a press conference providing details as noted above and also released a composite generated by the Snapshot technology to the public.

I can assure you that this case remains a top priority for the Service and this community. Our investigative team remains steadfast in their efforts to find the perpetrator.

2017 POLICE CUP – “PLAY IT FORWARD” RESULTS

On the weekend of January 13 – 15, 2017, approximately 500 local players, on 31 different teams from the Sudbury Playground Hockey League, competed in the Police Cup hockey tournament.

Once again this year, there was great hockey played in local arenas and participants of the tournament gave back to the community by donating non-perishable food items. Guests and spectators who attended the tournament also donated non-perishable food items with a goal to replenish local food bank supplies after the holiday season.

This year, the Greater Sudbury Police Service and the Sudbury Playground Hockey League are proud to announce that approximately 5,100 pounds of food valued at \$12,800.00 was collected over the weekend. Furthermore, an additional \$280.00 in cash was donated to Banque d'aliments de Sudbury Food Bank (BASFB).

RETIREMENT

After 40 years of an impeccable career with GSPS, Ms. Gail Dixon retired. Her last day was January 25, 2017. Gail served in many areas throughout the Service including Communications and CPIC and wound out her career in our Courts Branch as a Court Coordinator. Gail was a well-respected Civilian member who witnessed many changes to policing and most particularly our Professional Support staff. She has chosen to relocate to the east coast in her retirement years and is wished the very best.

SALE OF LEVACK STOREFRONT

The Service has been advised that the building that houses the Levack Storefront has been sold. This site serves for volunteers and officers as a drop-in site. A review is underway of the use of storefronts and possible alternative locations if viable.

SUMMER STUDENT RECRUITMENT

Our summer student employment program is underway. Job applications are being accepted. The Service has a robust program which provides students with valuable work and mentorship experiences while promoting a strong relationship with the community. The Service offers positions in a variety of areas that promote an exposure to the work environment through diverse, educational, productive, and engaged assignments. The aim is to provide job development skills while fostering positive partnerships with the Greater Sudbury Police Services.

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN

The Service's Crime Prevention and Community Mobilization section has been collaborating with the City on enhancing community safety through the use of Crime Prevention Through Environmental Design (CPTED).

This approach looks to proper design and effective use of environments that can lead to a reduction in the fear and incidence of crime with an aim to improve quality of life. The model very much embraces community partnerships as no group alone can be responsible for community safety. The combinations of knowledge into design principles are necessary to deter crime and create an environment where people want to live, work, shop, and enjoy leisure time. The approach very much embraces individual ownership in doing one's part to ensure protection.

There are many benefits that can help support community crime prevention goals and we welcome the opportunity for partnerships. We recognize and embrace that crime prevention is everyone's responsibility and identifying potential crime problems before they become serious is key.

BUD KNIGHT AWARD – CONSTABLE CHERYL KENNELLY

The Service was thrilled to be advised that Constable Cheryl Kennelly is this year's recipient of the **Bud Knight Award**. The award is presented annually to an Ontario Police Officer who has shown interest, commitment, and dedication above and beyond the call of duty to youth.

The officer's exemplary youth service delivery can be related to on-duty responsibilities or to community volunteer work. Applications must focus on the officer's accomplishments both on and off duty. Any nominee (except previous recipients) can be re-nominated.

The award will be presented at the COYO Conference Thursday February 23 in Niagara Falls.

The award was created in 1990 in recognition of the career of Herbert R. (Bud) Knight, an instructor at the Ontario Police College. Bud Knight created a youth officer course at the OPC, and over the years exhibited outstanding dedication and commitment to training youth officers throughout Ontario. He was also instrumental in creating the Committee of Youth Officers for the Province of Ontario.

KPMG UPDATE – PROGRESS REPORT

The Service continues to implement the various recommendations that were identified in the KPMG Report that was released in September 2016.

Significant progress is being made on several fronts.

1. Business Analytics

Two positions were approved in the 2017 budget as it relates to Business Analytics. These job descriptions have been completed and are now posted internally.

2. Performance Management

Through the Business Plan, units are monitoring activities with clear alignment of the strategy to the organization's performance management framework which have been analysed and reported for the 2016 year.

3. Organizational Structure (Chart attached)

The Service has undertaken a comprehensive analysis of its structure and is recommending a new organizational structure. The Service has been operating under its current structure for approximately two and a half years since last approved by the Board in 2014. KPMG findings and recommendations proposed changes in order to simplify the reporting structure to more clearly support functionality and distribute workload to ensure adequate and effective supervision.

In consideration of structure changes, guiding principles were adopted to facilitate the approach to the review that would ensure the following:

- Efficiency of command
- Risk Management in terms of adequate supervision, management and leadership aligned with the demonstrated knowledge, skills and abilities.
- Succession Planning and ensuring the organization is in a state of readiness for leadership changes.

In the new structure, Executive Services will expand to include Community Services which is essential to ensure the continued evolution of our Community Safety and Well-being model.

Under the appointment of a new Inspector, the Community Mobilization Unit will continue to focus its efforts on innovative strategies and leading edge approaches for service delivery. Sudbury is recognized for its innovation and this focused dedication will facilitate continued evolution and development in this area. The newly approved full-time Youth and Diversity Coordinator will also be assigned to this division which will facilitate more streamlined reporting of this important functional role. Other functions that will be performed in this section are in the area of crime prevention, Lions' Eye in the Sky, Crime Stoppers, and Volunteers.

As well, there will be a realignment of various areas which will see the Police Community Response Centre move to Patrol Operations while remaining at the Lionel E. Lalonde Centre under a new Staff Sergeant.

Operational Support will be reorganized and expanded to include a Staff Sergeant responsible for Emergency Preparedness and Planning, Special Events and Security, Search and Rescue, Public Order Unit, Labour Liaison, Traffic Management, and Auxiliary Officers.

The Criminal Investigations Division will be reduced by one Staff Sergeant and operate under two sections specifically General Investigations (Fraud, Major Crime, Missing Persons, Major Case Management, Forensics, Technical Support, Cybercrime, Sex Offences, and Domestic Violence) and an Integrated Crime Team (Asset Forfeiture, Gangs and Vice, Biker Enforcement, Intelligence and Drugs).

Training and Professional Development have been realigned for a direct report to the Human Resources and Staff Development Manager which will streamline supervision and coordination of these functions.

The costs associated with the proposed changes are just over \$40,000 which will be offset by the retirement of a Sergeant who has been at the Ontario Police College on secondment, will be retiring in April 2017 and will not be replaced.

As the Service continues to modernize, these changes will facilitate a more even distribution of workload, improve supervision and position the organization to respond more efficiently and effectively to policing challenges and demands.

4. Continuous Improvement Committee

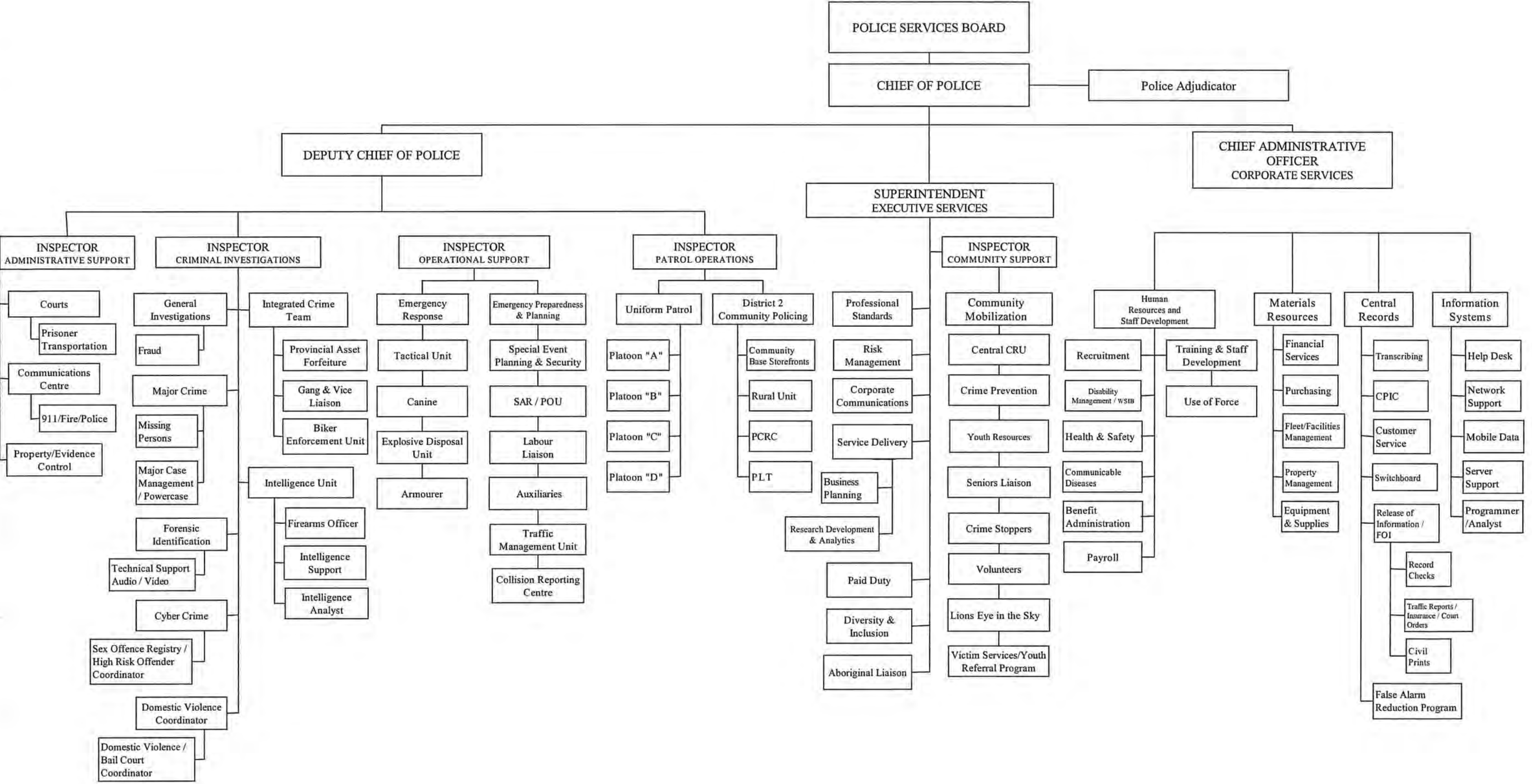
A Continuous Improvement Committee has been established consisting of members of the Service and specific representation from the Sudbury Police Association.

I have assigned Sergeant Robin Marcotte as Chair with a direct report to my Office. The purpose of the Committee is to provide a vehicle where the voices of a cross-section of the organization can be heard with an open view to examine how we do business and to implement improvement ideas.

While the Committee will examine several areas of organizational performance, the initial focus is on the KPMG findings and how best to action some of the areas. A variety of tools will be utilized to garner feedback from members such as focus groups and an electronic suggestion box. When recommendations that affect specific areas are considered, special purpose groups will be assembled to ensure subject matter experts can provide direct insight. Best practices in the field will be examined along with data analytics to inform decision-making as well.

5. Facilities Improvement Plan

A Committee of both Police and City Staff has been established that will be tasked with reviewing the Facility options for police with a target date of June 2017 to report back to the Board and Council. A meeting has been set for February 21, 2017. In the meantime, facility changes are being made to address health and safety, staffing, and overcrowding issues on a priority basis.



Greater Sudbury Police Service
 Organizational chart
 DRAFT - February 2017